The Role of Leadership in Promoting Organizational Safety Culture in the Government Sector of Abu-Dhabi, the UAE

Mariam Rashed Ali Belwatir Al Mazrouei

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Department of Business, Aberystwyth University

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I declare that the content of this thesis is my own work. I further declare that this thesis was created in accordance with the regulations and guidelines of the Aberystwyth University. No part of the thesis has been submitted as part of any other academic award. The thesis has not been presented to any other education institution in the United Kingdom or overseas.

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Abstract

The research problem identified was the lack of clarity in the role of leadership in promoting organizational safety culture in the government sector of Abu-Dhabi, the UAE. Although at the surface it appeared that the role was well performed, but in the process of the research there were gaps identified in the leadership role definition and discharge. It highlights that while the leadership role seemed effective initially, deeper investigation revealed inconsistencies in how leadership was defined and practiced. Theories such as transformational leadership and situational leadership could help clarify these gaps by emphasizing the dynamic nature of leadership roles and their impact on organizational effectiveness. This study aims to explore the *role of leadership, significance, challenges faced by leaders and others related aspects* in promoting a safety culture in organisations in the United Arab Emirates, specifically in the government sector in Abu Dhabi. The research seeks to understand leadership styles in the workplace, the significance of leadership in promoting a safety culture, the challenges leaders face, and ways to reduce these challenges. The researcher has employed a combination of strategies, Multiple case studies, qualitative method, interpretivism analysis and mono-method. Starting with a literature review, and complemented by multiple case studies of approximately ten organisations. Using multiple case studies can enhance the coherence and robustness of the research. Initially, the researcher considered using questionnaires, but it was decided to employ a qualitative approach for in-depth investigation. The research highlighted nine key areas essential for promoting safety leadership, including active and up-to-date policies, awareness and training, audit and compliance, and senior management responsibility. Additionally, effective communication, clarity of roles, stakeholder roles, continuous process improvement, and reward and recognition were identified as vital components. While the findings are valuable for understanding safety practices in the Abu Dhabi government sector, the study's scope is limited to this region and does not encompass the broader health implications or other Emirates in the UAE, with COVID-19 also impacting the study's focus. The interpretative methodology along with the qualitative survey method, a mono-method was adopted for data collection having 51 individual respondents. Based on data analysis, the researcher interpret data which has been analysed also demonstrate Literature linkages of the research. Here, the Importance/Implications, Limitations and Applications of the research topic also presented. The discussion of findings helps researcher in answering the research questions. The research identified nine key areas for promoting safety leadership: active and up-to-date policies, awareness and training, audit and compliance, senior management responsibility, effective

communication, clarity of roles, stakeholder roles, continuous process improvement, and reward and recognition. The research identified the major challenges faced by leaders and provided suggestions for addressing these challenges. The study's outcomes benefit academics, policymakers, and stakeholders in understanding how the Abu Dhabi government ensures the safety of employees in their organisations. The study is limited in scope to the government sector in Abu Dhabi only not other Emirates in UAE. The study also did not cover the health scope due to the business workplace environment. While COVID-19 impacted the study regarding delays and changing interview times, it was not directly included as a topic of investigation. Additionally, due to the nature of the qualitative study, the researcher cannot claim that this study can be generalised. The study has several recommendations for implementation to be included in the leader's role for promoting organizational safety culture especially in government sector organizations. This research study can be extended with a scope of future research studies that have been identified.

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Chapter One: Introduction

1.1 Introduction and Background

This chapter aims to provide an overview of the study and specifically on leadership's role in promoting safety culture environment in organisations. One theory that can be interconnected with the safety culture is the transformational leadership theory. This theory emphasizes leaders who inspires and motivates employees to exceed expectations by fostering a shared vision and promoting organizational values. Regarding the context of safety culture, transformational leaders can instil a strong commitment to safety by encouraging the proactive behaviours, open communication and continuous improvement (Ree & Wiig, 2020). The influence can assist in creating significant working environment where safety has been prioritized and staffs are empowered for upholding the safety standards in a consistent manner. The chapter highlights the central and secondary topics context, the need for this study, the key questions, the research objectives and a brief methodology, and a high-level overview of the context of the empirical study, i.e. Abu Dhabi research, the United Arab Emirates. The existing environment of the Government sector has been evaluated in the context of organisational safety culture. In addition, several theories relating to leadership traits have been highlighted.

The researcher works in a sector where the role of safety is important and realises the importance of a leadership role in implementing the safety measures in organisations. The key safety measures include establishment of clear safety protocols, and conducting regular risk assessments while providing safety training and education to employees to enforce the use of personal proactive equipment or PPE and maintaining open communication channels for reporting the hazards (Seljemo, Viksveen & Ree, 2020). The research findings will help the government to frame new policies and procedures for safety measures. The development of technology has contributed to the development global scale, while at the same time, negligence of safety measures may cause huge loss to the society. The researcher strongly believes that in this modern era the chosen field can promote new knowledge to the world.

The idea of this research started during the researcher’s professional work as an Auditor in several organisations in UAE. My motivation to pursue the PhD is created form my professional experience as an auditor in different UAE organization. I have observed the critical role of leadership in terms of promoting safety culture and aiming to deepen my understanding and making contribution to learn valuable insights at workplace settings. The question that came to mind is: ‘why are the organisations facing the same issue of not following the safety

rules every time?' For me rules represent the structured guidelines and stand trads, that are designed for ensuring safety and consistency within an organization. They are essential for the prevention of risks and protection of staffs while maintaining an efficient and secure working environment (Al Mazrouei et al. 2019). From day to day work the researcher noticed that safety errors occurs continually in the work place because of human errors and neglecting the safety instructions, even while providing training to the worker, sometimes small incidents , near misses , and injuries occur, one of the researcher responsibilities as a leader is to find the root cause of any incident and provide a report with recommendations to prevent it from reoccurring , as well as working to obtain approvals from senior management for these recommendations to implement. What I want to address is that, despite of providing a proper safety training, incidents will continue to take place due to human errors and for neglecting the safety protocols. This address underlying issues beyond some mere lack of awareness, namely; lack of awareness, such as **complacency**, **workplace pressure**, or **ineffective communication (**Pineda, 2019**)**. Being a leader, my roles move beyond just reporting the incidents. I am highly responsible for identifying the root causes of failures, whether they stem from the poor training, lack of enforcement or operational challenges.

The incident that really shocked the researcher was when it costed a worker's life, during the investigation analyses report disclosed that he was not using proper (PPE) Personal Protection Equipment while working. Yet again the cause was neglecting safety rules, this accident made the researcher start to think, why wasn't he following the standards? The standards and rules and closely connected as a standard which has provided the benchmark for fulfilling minimum needs for safety aspects. As the rules includes some specific guidelines that ensures the safety standards and what needs to be achieved, it also defines the actions that are needed to be complied with. Regarding this, worker's failure to follow the rules related to personal proactive equipment or PPE has violated the organizational standards and safety protocols (Ree & Wiig, 2020). In this case, the theory of planned behavior can be connected with the context. It explains that individuals' behaviors have been influenced by the attitude, social norms and perceived control (Ree & Wiig, 2020). If the workers don't perceive certain rules that are necessary, they might neglect them while rising the safety measures. Is the leader responsible for it? These questions led to start this research, to find if the leader's role bigger than the individual to implement safety, or the leader's role should be more focused on maintaining the safety of the employees.

That incident happening in every workplace around the world, but because the UAE government has allocated a high budget to train the workers about Safety roles with continuous awareness and providing PPE as well for all the employees and visitors always available in the workplace. So, the question starts to emerge is it not enough? Where is the gap? Does leadership have any effects at all? What is the significance of leadership in promoting organizational safety culture in the workplace? From here the research topic formed.

The researcher is striving to find the solution that improves and avoids incidents that lead to a life loss through this research, furthermore, discover the obstacles or challenges that leaders could face after setting the standards. It is evident throughout the entire research journey that leadership plays a significant and pivotal role in raising awareness of safety and reinforcing the welfare culture and best practices. The challenge is that the leaders themselves require to understand that they must be personally involved in fostering these efforts and ensure the policies and procedures are in place and effectively implemented. Without this understanding, the challenge will be cumbersome and very critical. The researcher believes that this study has showcased the importance of this role and provided further clarity on the why and how to part them what and who. It can be found that leadership plays a major role for setting and enforcing the safety standards, but it ensures that the practices become ingrained within the organizational cultures. Leaders are highly responsible for being led by examples, and ensuring that safety has been prioritized at all different levels and the rules with standards aren't noted as mere policies. The management of the organizations need to raise awareness and offer some ongoing awareness, while offering safety training and foster a proactive approach for risk management (Hyten & Ludwig, 2019). At the same time, leaders need to influence different attitudes and behaviors by promoting a strong culture of safety measures and policies. It can be seen that, without having a strong leadership environment and safety policies organizations might face critical challenges to ensure compliances and prevention of incidents. It is hoped that policy makers and leaders in government entities will consider adopting some or all these practices concluded from this study. The researcher strongly believes that in this research can contribute new knowledge not only to UAE country but overseas as well.

1.2 Leadership Styles at Workplace

Leadership means the process that describes how a person guides and lead other individuals or teams and the whole organisation. Hyten & Ludwig (2019) has argued that, leadership as a process, whereby a specific individual influences the group of people for achieving any

common goal. This addresses the dynamic nature of leadership and also its role for ensuring organizational effectiveness. Despite that the fact leadership cannot precisely defined or its interpretation tends to vary across the literature, the ability, goal achievement, and style elements are similar across many theoretical frameworks (Ricketts and Ricketts, 2010). Leadership is a difficult aspect to be defined precisely, but different theoretical frameworks address common elements, such as; ability, goal achievement and style. Schlager (2019) has argued that, leadership includes influencing others for achieving a strong goal, while, Ricketts and Ricketts (2010) explained the need of importance of different leadership traits and styles that affects the change. The commonalities address a multifaceted nature of leadership behaviors. The basic five leadership are often observed in organisations include Laissez-Faire, Transactional, Autocratic, Transformational and Participative. The 5 leadership styles such as; Laissez-Faire, Transactional, Autocratic, Transformational, and Participative are observed in different organizations across different sectors.

a. Laissez-faire leadership can be defined as a common theory for creative industries such as; advertising and designing, where autonomy fosters the innovation.

b. The transactional leadership often noted being used for manufacturing-based organizations and sales environment which focusing on the structure and performance incentives (Houlihan, 2020).

c. The autocratic leadership often being used for both manufacturing and sales business environment while focusing the structure and performance incentives.

d. The autocratic leadership is typically noted for military organizations and emergency services, where a quick decision-making process is highly important.

e. Transformational leadership styles mainly thrive for the teach-related organizations like Apple Inc, Amazon, Microsoft and others.

f. Finally, the participative leadership is prevalent for the educational institutions while encouraging a strong collaboration and input from students and staffs

Another classical concept of leadership was trait theory, which emerged from the Great Man theory according to Dinh et al. (2014), the model of trait leadership relies on the individuality of lots of successful and unsuccessful leaders. The theory addresses the traits and characteristics which distinguishes successful leaders. For instance, Nelson Mandela has displayed different traits such as; resilience and empathy, that makes a contribution to

effectiveness in leading South Africa. It prescribes the order to predict the effectiveness of leadership. It has also been called a dispositional theory that can be approached for the lessons of human personality. The perspective assessment of trait theory focuses on the understanding of how certain type of personality traits influences leadership effectiveness. For example; Abraham Lincoln has exhibited different traits like; empathy, integrity, and strong communication skills, that has assisted him to unit a divided nation. Converse to that, leaders like, Elizabeth Holmes of Theranos, despite of possessing Charisma, has displayed different traits of dishonesty and overconfidence. This has caused a major downfall. The assessment addresses the fact that while some traits enhance leadership success, others might try to undermine the same. On this note, while mitigating the negative aspects for effective leadership, this can affect organizational outcomes and team dynamics.

As per leaders' viewpoint, traits can be held entirely responsible for constant change, influence behaviour, and differ across individuals. As per Colbert et al. (2012), trait theory has been applicable in this research because leaders influence the workers to promote their work research same time, leaders have effectively defined the number of persuading leaders to have on overall performance, group or individual performance etc. Jaafar, Zambi & Fathil (2021) have addressed that traits can significantly influence the attitudes as they create a shape of how leaders interact with other teams. For instance; Richard Branson's adventurous and highly optimistic traits inspire the positive attitudes among the staffs at the Virgin Group while fostering some creative and innovative ideas. Converse to that, a leader with the pessimistic outlook, such as; Howard Schultz during some challenging times at the Starbucks can create a negative atmosphere, which affects employee morale. The instances; addresses how the leaders' trait can affect the attitudes of team members. Leaders typically motivate the employees to promote the culture and safety in an organisation. Barling et al. (2002) found that supervisors' transformational leadership was positively related to employee safety behaviour in the hospitality sector. Trait theory and transformational leadership theory can be connected with each other's through the notion that some specific trait, such as; empathy and charisma can enhance the ability of leaders to inspire and motivate staffs. For example; Howard Schultz at the Starbucks addresses transformational leadership by fostering the supportive culture, while an empathetic trait encourages staffs to prioritize customer safety

Employee conceptualisation of transformational leadership is predictive of their perceptions of safety climate, which predicts unit injury records (Zohar, 2002). In this research transformational leadership theory is applied as it addresses the role of leaders to inspire and

motivate staffs to embrace safety practices. By fostering the positive safety climate, transformative leaders can enhance staff's perceptions of safety. This can cause an improved safety behaviours and reduced injury records with different units. This reflects a profound impact of leadership on the workplace safety and outcomes. Simard and Marchand (1994) found that most effective supervisors had a more supportive leadership style, initiated discussions about safety and provided positive feedback on safety issues. Effective leadership has improved safety performance in high hazard working environments such as aviation, energy and manufacturing (Flin and Yule, 2017). There is a full range of leadership styles and theories such as transactional, situational and contingency. The leadership style referees to the specific behaviours and approaches that a leader uses for interacting with the teams, such as; **autocratic**, **democratic**, or **transformational** styles. In contrast to that, leadership theory includes broader frameworks and models which can explain how leadership works and principles lies behind the effective leadership styles. As the styles needs some practical applications for real-life scenarios, theories provide an underlying rationale for why certain styles can be effective to promote safety culture. These would be thoroughly reviewed in the actual project along with intention towards promoting the safety culture in organisations.

1.3 Organizational Safety and Employee Safety.

According to Redmill and Anderson (2007), at the tactical level, the concept of safety is associated with procedures and systems, while at the strategic level, it is more about decisions, strategies, and policy development. At the tactical level, the safety includes implementation of procedures and systems, i.e. designed for minimizing risks and ensuring the compliance with safety standards. This includes establishment of specific safety protocols, training staffs on emergency procedures and conduction of regular safety practices. For example; Boeing employs a properly detailed procedures for the aircraft maintenance and safety checks, i.e. a part of the overall safety management systems. Such relationship is important and effective procedures relies on robust systems for ensuring consistency and accountability (Redmill and Anderson, 2007). The concept is therefore linked to risks, operational hazards, systems vulnerability etc. The qualitative level tends to vary from one organisation to another and across the levels and departments. The notion of organisational safety is often said to have linked with safety culture (Masdorf, 1999). The safety culture theory can be related to the organizational safety and safety culture, while assessing the shared values beliefs and practices that prioritizes the safety within the organization. The theory includes a strong safety culture which causes proactive safety behaviours, and reducing incidents and injuries. For example; Shell has

applied the safety culture, that prioritizes employee's involvement and caused a major reduction of accidents. On the other hand, the organizational safety refers to the systematic measures and procedures for protecting employees and assets namely; compliance with regulations and safety protocols. In contrast to that, the safety culture encompasses collective mindset and attitudes towards safety within businesses. For example; Toyota implemented a strict safety protocol, that encourages staffs to share thoughts about the safety concerns. The term also applies to employees' safety and sometimes occupational health and safety or employees' health and safety. The term that encompasses employees' safety, occupational health and safety, and employees' health and safety is **"workplace safety".** This term addresses that the policies, procedures and practices are designed for protecting well-being of staffs while they are at work. This includes not only the physical safety measures for preventing accidents and injuries but also some aspects, i.e. related to emotional well-being.

According to Hyten & Ludwig (2019), employee safety refers to providing a safe working environment for employees by incorporating safe equipment and safe procedures at the workplace to ensure worker safety. Employee safety is important to maintain a good safe work environment to improve morale and efficiency, which in turn contribute to the growth and profitability of the company. Lack of safety procedures for employees could have legal and financial repercussions. Safety training, periodic safety inspections, and the provision of proper personal protective equipment (PPEs) are part of the employee safety mandate an organization must follow. In the same vien, Safeoepdia, 2022 stated that safety of workers refers to the provision of a safe environment, safe equipment and safe procedures in the workplace in order to ensure workers' health and safety. While organisations certainly have a moral obligation to ensure the safety of workers, an unsafe workplace can also have serious legal and financial consequences for employers. Safety of workers may also be known as worker safety or occupational health and safety.

The given research focuses on demonstrating culture of safety in organisation, which refers to the positive attitudes considering safety of the employees while performing workplace. Safety culture in an organisation is considered important within work environments with frequent chances and probability of hazards. The analysis of safety culture in the organizations addresses the significance of fostering positive attitudes towards the employee safety in different environments that are prone to the hazards. One of the robust safety cultures mainly promotes a shared commitment among all of the staffs for prioritizing safety. This reduces the likelihood of accidents and chances of injuries. For example; BP or British Petroleum has gone through

some significant changes in the safety culture while following the incident of Deepwater Horizon oil spill in 2010. The organization has recognized the fact that lack of accountability and communication has contributed to disasters. In response to that, BP has implemented comprehensive safety and training programs, that has established clear safety performance metrics and encouraged open dialogue regarding the safety concerns. Such shift aimed for creating an environment where staffs felt for being empowered to prioritize the safety and reporting hazards. Another significant example; can be of DuPont, that has been recognized for creating a strong safety culture. The organizations use systematic approach, for incorporating the safety to every aspect of the operations, from the staff training to risk assessment. It can be found that, in the high-risk industries such as; the construction and manufacturing processes, cultivation of safety clutter is important. The organizations like the **Skanska** have emphasized have reduced rates of injury and improvement of overall safety performances. It has been identified that an effective safety culture in an organisation consists of proactivity and positivity (Cherian et al., 2021). Hence it is required for an organisation to focus on encouraging positivity through communication freely about the procedures along with prioritising using safety measures over productivity which allows professionals working in government sectors addressing issues in equipment and focusing on maintaining important standards (Byrnes et al., 2022). By working proactively in a safety culture is considered essential for an organisation as it helps in mitigating hazards and any other event before it's happening which shows respect of organisation towards employees the working environment sector and their safety and health (Pineda, 2019).

According to Koo and Ki (2020), The National Safety Council (NSC) reports that U.S. employers paid approximately US$55.43 billion in 2019 in employee compensation costs due to workplace injuries. The cost of workplace injuries is greater than the total cost of treating cancer patients. Workplace injuries can erode a firm’s profitability and undermine its ability to recruit and retain employees; employees desire a safe workplace, so employee safety is indispensable for a company’s sustainable growth. Workplace safety has been extensively studied in the field of management. The workplace safety, even though being widely discussed across the management literatures lacks in having a precise definition. The case study by Byrnes et al., (2022) addressed impact of safety management system in construction sectors, while highlighting the way robust safety protocols can reduce rates of accidences and enhance employee betterment. Similar to that, Ridwan et al. (2022) has explored the role of transformational leadership to promote workplace safety while demonstrating the fact that

leaders who prioritize safety matters in a significant way for lowering the rates of injuries. The case studies address the need of defining workplace safety to foster a strong culture which values employee protection and minimize risks in an effective manner. Based on the research thorough digging for academic literature on employee safety and its definition, it was hardly defined as almost all studies are discussing it without a definition, hence the researcher tends to adopt the definitions of Compliance Quest (2022) and Safeopedia (2022). Also, it worth mentioning that this study covers the safety of employees during their work i.e. at the workplace and is not meant to address patient safety or other topics as it is a different domain of knowledge.

In the research, organisational safety culture means focusing on maintaining physical health of employees while working on the job sites a safe of organisational culture demonstrate offering a comfortable workplace in which employees likely perform better learning from their mistakes and fixing problems before they are causing any harm (Hyten & Ludwig, 2019). It involves guiding employees about how responding towards safety issues that helps them in addresses in hazards in a quick manner by remaining responsible.

1.4 Leadership to promote organizational safety culture in Abu Dhabi government sector

According to Colbert et al. (2012), leaders have the initial priority to hold accountable for effectual care through defending the stakeholders' and organisational safety. Leaders always contribute in developing and improving the safety of workers in an organisation. As per the view of Clarke (2013), business environments have been consisting of approaches, beliefs and values, which have been demonstrated in the place of work on a regular basis. At the same time, respect, decision latitude, employee involvement appreciation, and support for work-life balance are some of the points that can be affected by employees' physical and mental security. In the context of Eid, et al., (2012), well-built leaders arrange the effective performance of safety and health that are made to achieve the best result of business. In an organisation, leaders are expected to motivate their employees and staff member to do work efficiently, keeping in view risk estimation and safety. The rationale emphasizes that effective leadership is vital for fostering a strong safety and health culture within an organization. Leaders motivate employees to work efficiently while prioritizing risk assessment and safety practices. This approach not only enhances workplace productivity but also reduces accidents, ultimately leading to better business outcomes and a more engaged workforce committed to organizational goals.

1.5 Challenges faced by the leaders at the workplace

Leaders face many challenges in the workplace. Leaders are required to face conflicts when they allot work to their employees. According to Petrie (2011), developing managerial effectiveness has one of the main challenges related to developing skills like decision-making, time-management, strategic thinking and prioritisation, and getting up to speed to the job has also future productive in a workplace. At the same time, motivating and inspiring other employees are also big challenges for the leaders because the company manager must make sure that employees have to please and prepared to work smartly in their jobs. In the context of Rumelt (2012), the major challenge of leaders is the team leading based on team management, team-building, and team development. Managers face particular challenges about guiding a major team, what to do when taking over a new team and how to inspire conceit within a team and support the team. Also developed the employee's knowledge, information and working skills.

Eid et al., (2012) said that understanding, managing, leading change and mobilising challenges are included in guiding. It explains, that gguiding effectively involves understanding and managing change, leading through challenges, and mobilizing resources, ensuring organizations adapt and thrive in dynamic environments. Leaders often face the challenge of overcoming resistance to change and managing employees' reactions. Navigating internal politics, gaining managerial support, and securing team buy-in are crucial. Additionally, fostering cooperation is difficult when differing perspectives lead to conflicts, requiring delicate conflict resolution strategies.

1.6 Reducing the challenges in cultural safety in the organization

It is identified that managers and employees of the company have been essentially held concerned about safety and health. They have to be clear about the expected terms in the organisation's safety and health values, beliefs, practices, and attitudes. As per the view of Dinh et al. (2014), they have been judging the most interventions of suitable to deal with differences among the outlook and realism within the businesses the culture of health and Safety (Reiman and Rollenhagen, 2014). Realism in business culture emphasizes practical approaches to health and safety by focusing on actual conditions and challenges within the organization, ensuring that interventions are grounded in the reality of employees' experiences and behaviors. In addition to this, acknowledging is probable to obtain and accomplish the change of permanent and measurable into the culture of health and safety in an organisation. According to Maitlis

and Christianson (2014), there is the force that declines the amount of place of work of illness, injuries or insecure behaviours, utility group of incorporated its technique and policy of health and safety in the whole management plan business.

On the other hand, the company has been setting up the 'approach of partnership', which involve the employee's Safety and legislature of Safety. The company manager has informed and updated every month about its employees' problems and tells them to improve their performance. Managers focus on organizing, planning, and maintaining processes to achieve organizational goals, while leaders inspire and motivate employees to embrace a vision and drive change within the organization. In the context of Schneider et al., (2013), the leader can also organise training and development programs for providing basic skills to the employees to manage their personal and work-related problems at their own extent.

1.7 Overview: Country Context:

The United Arab Emirates (UAE) is a federation of seven states grown from a quiet backwater to one of the Middle East's most important economic centres (BBC, 2018). Before oil was discovered in the 1950s, the UAE's economy depended on fishing and the declining pearl industry. But since oil exports began in 1962, the country's society and economy have been transformed. The UAE has diversified and has become a regional trading and tourism hub. UAE firms have invested heavily abroad. (BBC, 2018).

The UAE's rapid economic development has witnessed in the past decades, leadership effectiveness in all sectors is becoming increasingly significant as the main reason for organisational success. Leadership refers to the process of inducing and directing people to attain a common goal (Locke, 1999). It is essential for developing a prospectus related to the future and motivating the behaviours and attitudes of the employees of the organisation, which is necessary for accomplishing objectives.

Situation and circumstances provide the basis for applying the style of leadership. Leadership plays an essential role in implementing and promoting the activities related to safety culture in an organisation. With the help of leadership, a leader can make the changes easily adaptable to the employees (Locke, 1999). Generally, there is a tendency to resist the modifications and alterations by the employees. With the help of optimum leadership, these changes can be effectively implemented in the organisation. Although, it is the obligation of an employer or an institution to supervise the facilities, which facilitates reducing the risk, assures proper functioning of tools and machines, and analyses the accidents of industry.

Rapid economic growth via industrialisation has given not only a significant impact in terms of income distributions and quality of life, but it also resulted in an increasing number of accidents at the workplace. (Figures 1. And 2)

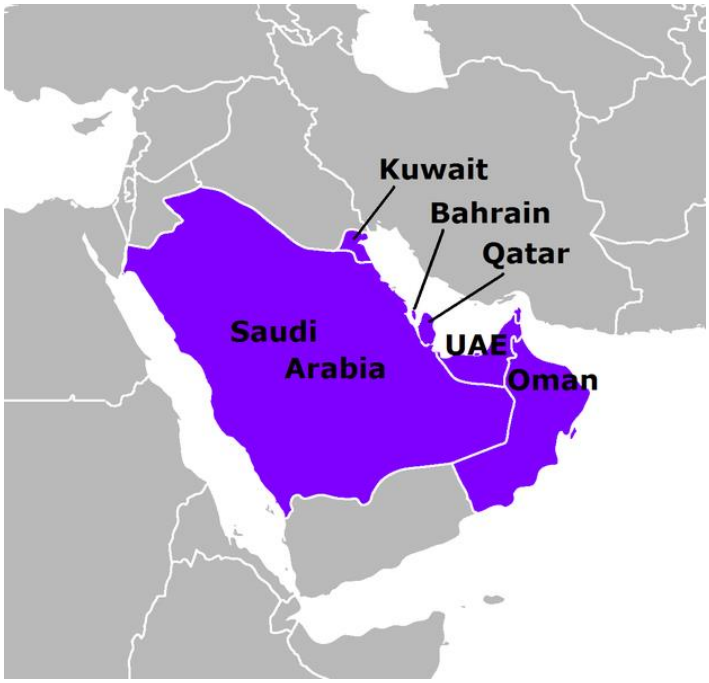


Figure 1: The Gulf Cooperation Council countries map

Source: Global Research (2021)

Figure 2: The United Arab Emirates map

Source: World Atlas (2021)

1.8 Research Aim and Objectives

The main aim of this study is to evaluate the role of leadership in promoting and implementing a safety culture in the government sector in Abu-Dhabi Emirate. The leading queries that are required to answer with the help of research are:

1. To conceptualize and contextualize the role of leadership and its styles at the workplace. (will be addressed in Context chapter)

2. To understand the role of leadership in promoting organisational safety culture in government sectors in Abu Dhabi, UAE (will be addressed in Literature Review chapter and Data Collection and Analysis)

3. To investigate how leadership fosters a culture of safety within the Abu Dhabi government sector, focusing on data collection and analysis.

4. To recommend the ways in which organizational safety culture can be suitably promoted in Abu Dhabi government sector. (Will be addressed through the Findings

Research Questions

1. What are the leadership styles currently been employed in Abu Dhabi Government Sector?

2. How does leadership influence promote organisational safety culture in the government sector in Abu Dhabi, UAE?

3. What are the challenges faced by the leaders at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, UAE?

4. How to reduce challenges of safety culture in the organisations in government sectors in Abu Dhabi, UAE?

The above research questions in addition to the main inquiry about the role of leadership are puzzling and necessitate further investigation at a doctoral level because in almost every text about leadership or continuous improvement, there a major emphasis on role or leadership, however in a generic statement, e.g. it is not known if certain leadership style has more impact than other styles or even if there is a link or no in the first instance.

Moreover, asking those questions in the business environment of the United Arab Emirates may bring new insights as it is different from the UK or Europe, where most of the related literature was developed. The third question is the central research question forms the central issue of investigation and survey to collect the research data however, it cannot be investigated in isolation from understanding the context of leadership in the UAE and also investigating these challenges in order to bring about proposed recommendations to address safety issues in the case study organisations. It is also worthy to mention that leadership in the UAE forms the scope of this research however, the researcher deemed it useful to shed the light on the Middle East context considering perceived similarities between both from geographical and cultural perspectives.

1.9 Components of the research

The components of research have been identified as:

- organizational safety and leadership
- Organizational Culture and Leadership
- Organizational Culture and Organizational Safety

The identified components are theoretical frameworks that link leadership to organizational safety and culture, providing a foundation for understanding their interactions. These frameworks guide research by highlighting key areas of focus and influencing the development of hypotheses and methodologies.

These components have overlapping links between areas which is further explained in figure 1.3. This will activate the lenses or frame of reference from the perspective of leadership in organisations, organisational culture and organisational safety.

Figure 1.3 explains the second segment of this chapter which inspected the precedent literature for the deep dive into the association between 1) leadership and organisational culture (Zone A), 2) leadership and organisational safety (Zone B), 3) organisational culture and organisational safety and (Zone C) 4) the intersection between three of them (Zone D). Finally, the third segment has explained the most relevant theories of variables above.

1.10 Research Methodology

Research methodology has a significant role in designing the research for collecting information in the manner that it relates back to the research topic and addresses research objectives (Minkler and Wallerstein, 2011). It also evaluates the research tools and techniques, methods that would be useful for the researcher to collect information. From the various research philosophies existing, the researcher increased the extent of knowledge for the research topic and increase the acknowledgement of the research problem. Positivism, realism, pragmatism and interpretivism are the four philosophies, which will be useful for the researcher in its research topic (Mkansi and Acheampong, 2012). Positivism philosophy has its reliance on scientific knowledge and facts. While interpretivism philosophy has its reliance on human being perception, it is appropriate for the research of qualitative data. Realism philosophy has based on the external environment of the nation.

The exploratory design helps explore the new knowledge and information and real concepts of research, which are sporting imminent, or facts acquired by the use of research design of descriptive (Williams, 2011). While descriptive research aims to provide insights into the problems or issues, explanatory research is more suitable to analyse the cause effect relationship, i.e. how leadership styles affect organisational safety. Research methods will be describing a scientific and systematic procedure of analysis, implication pertaining, compilation and data collection towards several company problems and issues. This method would be confidential in various stages as per the purpose and nature of the study and possesses other attributes. Method of research type can be defined into two parts like Qualitative and Quantitative. The quantitative research would define determines and assumption issues that used numbers. Importance has been placed on the numerical data collection, a summary of those data, and concluding the data (Starman, 2013). At the same time, qualitative research relies on feelings, words, sounds and emotions and non-numerical and unquantifiable elements.

This research deemed to be useful in giving relevant data within the context of several methods and techniques that would be helpful in order to achieve the objective of the research. Deductive and inductive approaches are the two types of approaches, which will be beneficial in doing research. The inductive approach has worked like the broader theories and generalisations. It has also been called as the approach of bottom-up (Mettler, 2011). At the same time, the inductive approach will start to provide the mechanism of analysing the data. After that, the researcher makes the theories, assumptions, and propositions for the research work to assist in collecting data. Besides, the approach of deductive will usually work further

accurately. It has a reliance on the researcher's views and thoughts. It is also called as an approach of top-down. At the same time, it would be useful to develop and expand the hypothesis theories as well as it also has a dependence on the theories and existing evolutions.

The data collection method is one of the essential parts of the research methodology. Research should be simple and provides an accessible collection of actual data in this research as well as it will also be used to achieve and accomplish the objective of the research. There are two types of data collection, i.e. Primary data and Secondary data, that will be used by the researcher (Henderson et al., 2012). Primary data has been collected from several sources such as observation, interviews and document reviews. Therefore, the researcher will use primary data through the survey and interviews method to collect the research data (Englander, 2012). At the same time, this method will allow supplementary exclusive towards collecting data and is also time-consuming. In addition, the researcher will also use secondary data to collect the essential information by presenting resources like journals, website, the internet, government reports, annual reports, etc. As per given the information, the secondary data is not more expensive compared with primary data. Rather than it, it is also useful to the researcher to increase the knowledge about the problem and issue of the economy's growth in presenting research. Also, the researcher will focus in interviewing with participants.

Sampling is the process of selecting the participants to gather the research data. Probability and non-probability are the two methods of sampling that the researcher can use for its participants of research. To the research study, the sampling of the probability has given the equivalent option to the participants. Therefore, it will decline the prejudice and the participants during the research method (Park et al., 2013). In this research study, 300 managers of 10 different government organisations in Abu Dhabi will be selected as research participants. The researcher will interview 10% of 300 managers so the total is 30 managers.

1.11 Contribution of the Study

This research is expected to help understand the leadership styles followed in government sectors in Abu Dhabi and how they promote organisational safety. Leaders are the core contributors to culture development and change management (Schaubroeck et al., 2011). The research will help identify how the current leadership style can ensure the safety of the employees working in government organisations. The study will identify the major challenges faced by the leaders in the organisations, and definitely, the researcher will provide suggestions and ways to reduce the challenges. The research outcomes will be beneficial for the

academicians, policy makers, and stakeholders to understand how the Abu Dhabi Government is ensuring the safety of the employees in their organisations.

1.12 Structure of the Thesis

The thesis report is divided into seven chapters towards addressing the research aim and objectives, answering the research questions, and finding solution to the research problem. The thesis has examined different branches of knowledge for describing and discussing through various chapters for its sections and sub-sections. The contents have been tabulated and listed for the tables, figures, references, annexures and appendices. Each chapter begins with an introduction and ends with a summary.

As seen the chapter 1 included a background to the study's topic; Leadership Styles at Workplace; Organizational Safety and Employee Safety; Leadership to promote organizational safety culture in Abu Dhabi government sector; Challenges faced by the leaders at the workplace; Reducing the challenges in cultural safety in the organisation; Overview: Country Context; Research Aim and Objectives; Strategy of Literature Review; Brief Research Methodology; Contribution of the Study; Structure of the Thesis; and its conclusion.

The chapter 2 is a contextualization of the research in terms Key concepts - Relating chosen topic to the Abu Dhabi government organization's safety culture; Highlighting previous topic-specific literature; Significance of the research from a government organizational perspective; Importance of the research to stakeholders. The various contexts of: strategic, historical, geographical, cultural, organizational, technical, topical, promotional and functional with its conclusion.

The chapter 3 is the literature review of the thesis report begins with an introduction and reviews leadership in the Middle East Region followed by reviewing literature on leadership, leadership styles, theories of leadership, applicability and suitability of relevant leadership theories and styles, organizational culture, types of organizational culture, cultural networks, organizational safety culture, organizational and individual culture, theories and models on organizational safety and conclusion pf the chapter.

Then the following chapter 4 is about the research methodology and method/s to include research philosophy, approach to theory development, research strategy, research design, methodological choice, time horizon, data collection method, data analysis method, limitations and the chapter's conclusion. The respondents were targeted through biases a randomized sampling method to ensure a diverse and representative selection. To avoid, measures were

taken to ensure that all potential respondents had an equal opportunity to participate, minimizing any pre-existing preferences or influences.

The chapter 5 describes briefly the pilot study analysis with interpretation and future direction of main study, the main data collection, analysis and findings with conclusion.

The next chapter 6 is a detailed discussion of key findings to answer the research questions, along with other findings from literature and data collected/analysed with a chapter conclusion.

Lastly, the final chapter is a conclusion of the thesis study for its key research findings, the study's contribution, strengths, implications with the study's limitations. Finally, the recommendations are made for policy and practice and suggestions for future research.

1.13 Chapter Conclusion

The Introductory chapter indicated an outline of the study's background and briefly stated for purpose of grounding the study, the leadership styles at workplace, organizational safety and employee safety, leadership to promote organizational safety culture in Abu Dhabi government sector, challenges faced by the leaders at the workplace, reducing the challenges in cultural safety in the organisation, an overview in context of the study. The listing of research aims and objectives, with a strategy of doing the literature review, followed by a brief mention of research methodology with a contribution of the study and finally the chapter wise structure of the thesis.

Chapter Two: Context of the Study

2.1 Chapter introduction

In an organisation leadership plays a crucial role and considers a management approach that focuses towards prioritising safety of employees in the workplace. It includes establishing and executing procedures policies regulation which ensures well-being of employees and leadership in safety is all about developing a safety culture in an organisation which means fostering a positive environment where all the employees are encouraged and motivated for speaking up about and save and hazardous practices without any fear of reprisal (Aljneibi et al., 2022).

Leadership and management are considered significant in promoting safety culture in an organisation by providing training and resources to the employees so that they can work confidently and safely in their jobs. Through investing in the safety of employees, it has been

identified that organisations are able to develop a safer and positive working environment by boosting productivity along with reducing the coast which are associated with injuries (Choe et al., 2020). Safety leadership is a significant aspect in any organisation and plays a crucial role in developing a strong and effective safety culture that leads to a safe workplace increase in productivity better employee morale and opposite working environment.

A strong and effective safety culture involves commitment of employees towards workplace safety and they are actively participating in the health and safety initiatives. Leadership is act as a driving force behind this commitment by setting a goal for organisation along with influencing employees' attitude and their behaviours are associated with safety.

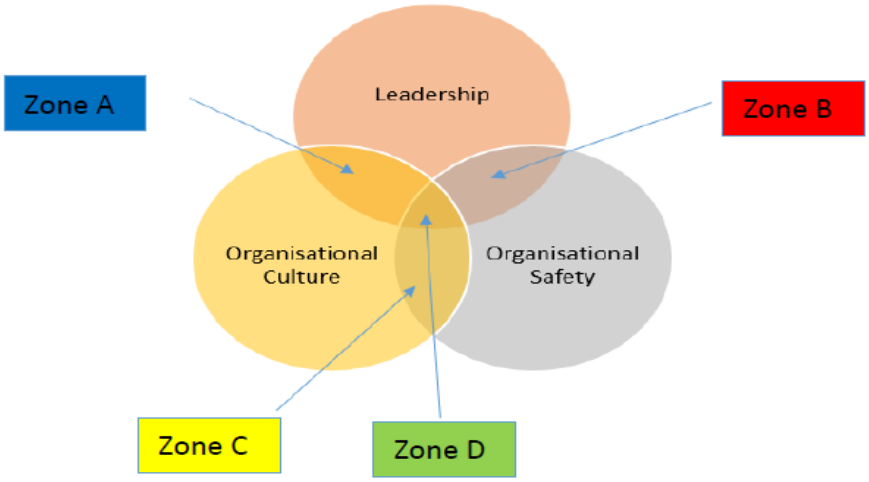


Figure 3: Components of the research

Source: Developed by the researcher

The promotion of safety culture in organisation refers to implementing specific steps for improving safety culture and developing a positive working environment. By defining responsibilities which are important so that every employee understands their rules and tasks in reducing potential hazards in the workplace and developing organisational vision for safety helps in promoting safety culture in an organisation. Open communication creates a major impact on safety culture as it makes all the employees feel and powers to present their perspectives and ask for help and support when required (Choe et al., 2020). The government sector Abu Dhabi UAE also focuses on developing safety culture by understanding the concept of safety culture and importance of supervisory safety behaviours and safety on training as it helps them in measuring organisational efficiency. Many organisations working under the

government sector of UAE are focusing towards complying with the UAE regulations and using preventive measures to ensure that all the systems operations functioning in the government sector are incident free.

2.2 Key concepts

Leadership role- The concept of leadership role demonstrates the role of an individual or a leader who is in charge of entire organisation or a team and has the ability of influencing others and guiding team members within a shared strategy. The leader is also responsible for developing and maintaining the morale of employees helps them in reaching their full potential and motivating their loyalty (Aburumman et al., 2019) Leadership plays a crucial role in demonstrating commitment towards work place safety through clearly communicating the safety goals, vision and expectations of organisation and encouraging employees for participating in the safety initiative by sharing their concerns and ideas. Leaders also recognise and reward employees for contribution and achievement towards safety and lead by demonstrating safe behaviour all the time.

Promoting Organisational safety culture- With the increase in prioritising the well-being of employees at the workplace, the requirement of safety spaces has been increased and every organisation is focused towards promoting safety culture by introducing zero harm policies and procedures. Organisations are promoting safety cultures by clearly communicating with employees and regularly interacting with them to identify their needs and requirements so that they should feel comfortable in talking to management about safety concerns (Aljneibi et al., 2022). By offering is the best training programs a company can focus on developing safety in standards so that they can offer the best training to the staff members and it also ensures regular updates of current policies. The organisational safety culture also promoted by reporting hazards on a regular basis which helps organisation in keeping a secure work environment and regularly checking for hazards and reporting them to appropriate staff members. It also involves keeping safety promises to the employees while promoting organisational safety culture.

Government sector- In general, a government sector consists of all the institutional units whose production is proposed for individual along with shared consumption and majorly financed through compulsory payments which is made through units that belongs to other sectors. The government sector consists of governmental services and public goods who are working for government itself. A suitable safety culture helps in improving safety performance within government sector of UAE by implementing management practices as a predecessor of

the safety culture (De Brún et al., 2020). The compliance of safety culture within organisation is developed according to organisational safety and behaviour that is modelled by the leaders and internalised through its members that serves making safe performance of the work that is possessing overriding priority for protecting the workers, environment and public (De Brún et al., 2020).

2.3 Relating chosen topic to the Abu Dhabi government organization's safety culture

The development of safety culture in the organisation demonstrate that all the employees and workers are involved in the safety and health program. In the Abu Dhabi government organisation's safety culture offered required safety management practices and programs to employees working in the government sector. United Arab Emirates (UAE) has developed occupational health and safety (OHS) programs which plays a crucial role to ensure the well-being of employees along with success of organisation operating in the government sector. It consists of management of potential hazards and risk within the workplace and aims of protecting employees from illness, injuries and accidents (Da Veiga et al.,2020). Abu Dhabi has experienced rapid advancement of technology and its economy is growing diverse and rapidly (Zurub, 2021). Hence through prioritising safety and health of workers government sectors in Abu Dhabi are able to drive productivity along with achieving long term success.

It has been identified that leadership plays a crucial role in influencing a team of people to work towards common goals and developing organisational safety culture in the organisation. Since UAE is considered a most prosperous country within changing organisation technology and culture the management of government sector is responsible for decision making. It is required for leaders working in government sectors to adopt effective leadership styles for managing and maintaining organisation safety culture (De Brún et al., 2020). Abu Dhabi police (ADP) is a major organisation working under UAE Government and they have also experienced lack of recognising differences in between leadership and its styles (Zurub, 2021). It is required to understand the role of leadership within effective hierarchical structure and their influence towards employee and their ability of empowering them to perform work efficiently and effectively. Lack of discussion to understand leadership roles within the hierarchical structure needs night stem from an inadequate clarity of defining different leadership styles and employee empowerment. This can cause to generalized assumptions rather than recognizing unique approaches that cater to varying employee needs, hindering effective performance and motivation

The role of leadership in the government organisation of Abu Dhabi is crucial as they are responsible for establishing safety culture expectations in the organisation by communicating and developing a comprehensive and effective safety policy which clearly outlines about the dedication of organisation towards safety and meeting obligations of employees at every level along with consequences of failing in meeting the safety standards (Nair, 2020). The leaders in ADP need to lead by example by following all the safety protocols and advocating safety

visibility every time which involves participating in the safety training, promotion about safety concerned by conducting open communication along with identifying and regarding the safe behaviours. The Role of Leadership in Promoting Organizational Safety Culture in the Government Sector of Abu Dhabi, UAE, will explore the leadership styles employed by organizations to cultivate safety culture practices within their institutions.

2.4 Highlighting previous topic-specific literature

As Arab countries and their managing practices towards organisational safety culture is not much advanced hence for elaborating this point the research will focus on exploring development and the role of leadership in organisational safety culture promotion in the government sector (Alhelo, Alzubaidi & Rashid, 2023). The Arab organisation needs to region of weight their organisation culture through eliminating the secularism of employees and reinventing employee engagement in the government sector (Bahn, 2013). By implementing various factors such as offering incentives and rewards will act as a motivator towards satisfactory performance and it is required for companies to remain dedicated towards recruiting hearing and knowledgeable training to the workers so that it can be able to meet the learning and knowledge sharing culture of the organisation (Alhelo, Alzubaidi & Rashid, 2023). It has been identified that safety leadership role and responsibilities initiate with major level in the organisation. When top leaders working in the government sector prioritising safety it sends a concise message that safety practices are not negotiable and the leaders in the organisation are committed and considered safety as a commitment in the whole organisation that influences how these employees are perceiving and prioritising safety in their regular activities.

According to the research, it has been identifying that leadership existed in different forms and required people with effective skills in knowledge to lead a work force. It is an ability of an individual when carried out properly leads to success of any organisation (Zurub, 2021). Also, not only leadership is creating differences with organisations but also leadership styles are making a major difference globally (Schwartz et al., 2019). The increase in modernisation in growth in the Middle East leadership styles has been developed and making changes drastically in the emerging countries by adapting some of the Western influences along with a general approach towards leadership roles.

According to a study conducted on organisational safety performance in Abu Dhabi National oil company (ADNOC) in the United Arab Emirates it has been identified that the ethical

leadership role played by leaders creates a major impact on enhancing the performance of organisational safety (Houlihan, 2020). It has been I analyse that a lack of leadership has been identified in the organisation which is responsible for deteriorating the motivation of employees work climate team spirit and morale. The existing policies and laws in the UAE have protected rights of workers to a safe work environment. According to Ree, & Wiig (2020), it has been identified that middle eastern countries are considered traditional and have a slow decision-making process. Hence, they are implementing distributed leadership which is preferred with differences and similarities and involves emergent and collective leadership (Tear et al., 2020). Since distributor leadership has become an alternative model and primarily considered attributes and behaviour of the individual leaders that shows their traits and different leadership styles such as transformation situations. Internal auditors and staff members can learn to report of non-compliance and potential non-compliance and to conduct survey about safety culture to measure the level of employee understanding and find gaps for better improvement; Conduct regular monitoring and inspection; Conduct regular meetings and discussions for sharing lessons learnt; Enforce all the safety rules from the regulatory bodies (government) and apply penalties for non-compliance.

2.5 Significance of the research from a government organizational perspective

The research is considered significant as it will demonstrate the role of Leadership in Promoting Organizational Safety Culture in the Government Sector of Abu-Dhabi. According to the governmental organisational perspective, In the United Arab Emirates various industries are growing rapidly and having a diverse work force which ensures that the safety and health of employees need to be very important. To prioritising well-being of the employee's organisations can focus on developing a positive working environment which enhances productivity along with fostering employee loyalty (Turner, 2019). In addition to that by adhering an occupational health safety program and practices, the leaders of UAE and Abu Dhabi is focusing on helping their organisation in complaint with local regulations and laws which involves avoiding potential penalties and legal complications. The UAE government also focuses on recognising the importance of taking initiative on organisational safety and health employees by implementing regulations for protecting workers help and safety and promoting work place safety.

With the help of occupational health and safety process and programs, the leaders of UAE and Abu Dhabi government has understood the significance of organisational safety which involves

demonstrating practical guidelines which helps organisation in establishing for managing work please hazards in an effective manner. This process involves emergency response plans, conducting risk assessments, developing incident reporting mechanisms and providing employee training programs in the organisations. By following these process organisations can focus on minimising the occurrence of injuries and accidents and responding completely towards emergencies which ensures that these employees are required with essential and necessary skills and knowledge for working safely with the organisation. By executing and enforcing these processes the Abu Dhabi government can demonstrate their commitment towards the well-being of employees and contributing in a safer and more productive working environment (Tear et al., 2020).

Promoting organisational safety culture Abu Dhabi and UAE government is taking initiative related to implementing occupational health and safety regulations for safeguarding the well-being of the workers working in different government industries. These regulations consist of wide range of aspects that involve work place design, chemical handling, equipment safety and welfare of employees. It is required for organisations working in UAE and Abu Dhabi to comply with these regulations and are subjected towards audits and inspections for ensuring their adherence. I agree that the regulations are established for specific sectors, as they are tailored to address the unique safety and health needs associated with various industries in the UAE and Abu Dhabi. By complying with regulations and rules the organisations can promote safety culture, protect their employees, focusing on avoiding legal consequences and maintaining a positive reputation in protecting employee's health and safety.

2.6 Importance of the research to stakeholders

The research holds a major significance to the all the associated stakeholders of organisations operating in the government sector (Tear et al., 2020). The concept of fostering safety culture at the workplace has effectively shifted the core front of safety industry and it has become a new priority for most of the organisations. It has been identified in the research that leadership plays a crucial role in promoting organisation safety culture by implementing effective leadership styles and practices along with building ideal and efficient safety culture in the workplace (Turner, 2019). The study is significant for governance of Abu Dhabi which is considered a major stakeholder in the given research. The governance of Abu Dhabi to focus on developing effective roads in responsibility by their leaders by adapting to suitable

leadership style and management practices they can increase in motivate whole organisation in actively participating in safety activities.

Since an ideal safety culture initiates with caring for safety according to individual Government and organisational perspectives, it is required for a leader to focus on using an effective leadership style so that they are able to promote and maintain the safety of the employees.

Similarly, the given research will also help public sectors as they are also measured as a major stakeholder group who are responsible for managing safety and well- being of their employees in understanding the role of leadership.

The other major stakeholders associated with the organisations are employees, the suppliers / customers, public that are majorly affected by the working and operations of ADP. The aim of the research is to assess how responsibly leaders exercise their power and engage in ethical practices that benefit key stakeholders, including employees, customers, and suppliers (Wiley et al., 2020). By analyzing workplace injuries and corresponding actions, the research seeks to determine if employees benefit from effective leadership. Since there is no clear policy for the customers or stakeholders during visiting on the workplace that is ADP and the research will help the stakeholders in ensuring that by developing procedure and practices for them, they can implement safety culture along with understanding and find gaps for better improvement within organisation. A stakeholder is any individual or group affected by an organization's actions, decisions, or policies.

The research is considered significant as it will help stakeholders in providing insight for safety and health committees, along with customers and other public. Stakeholders are also concerned about occupational safety and health that requires paying attention to the features of management because they influence workplace health and safety issues (Turner, 2019). Without the backing and power of top executives in the firms, the efforts of concerned stakeholders which might not interpret into concrete actions. The given research will also help all the associated stakeholders to focus on identifying factors occupational safety and health should pay attention to which influence workplace injuries and illnesses. measure performance and review procedures, it will also support developing final report, making recommendations and development plans which will help them in promoting organisational safety culture and providing awareness to society by offering services to raise safety culture for people living in Abu Dhabi.

2.7 The strategic context

A culture in an organisation generally understands beliefs, attitudes and values of company and how these are influencing employee behaviour (Seljemo, Viksveen & Ree, 2020). Culture also affects how people are experiencing working in an organisation and what it is like for a consumer to buy from the company and also suppliers to work with the company. Culture can be presented in company policy and also informs different things like workspace designing and perks and facilities given to the employees (Zhang et al., 2020). Company culture is reflected in policies and influences workspace design, employee perks, and facilities, shaping the overall work environment. In Organisation, a culture is set by leaders of the company and it is not necessary for them to define cultures explicitly. However, they are seeking emerging from what people are believing how they are thinking and what they are doing by giving their own perspective.

However, culture is everything around us and even at the workplace it is possibly defined through the perspective of different people in a different manner. In general, the culture at the workplace is all about the shared values, attitude, belief system and set of assumptions which can be shared by people at the workplace. In strategic context culture is significant while setting and implementing strategic processes in the business sector and it also helps organisations in determining and verifying mission the value of organisational adaptation and vision along with interacting according to internal condition and external environment by setting a strategic context (Bisbey et al., 2021). When an organisation is developing cultural strategy, it is all about developing a set of tactics which are used for improving team and culture of the company.

Culture revolves around the core values of the company, and it is essential for leaders to begin there. It has been believed by many leaders and organisations that due to lack of alignment in a team it creates a major impact on the teamwork and subsequently these time members play a crucial role in displaying greatest efficiency on different tasks (Wiley et al., 2020). Culture is considered a software and effective managerial concept and its strategic context is crucial because it creates a road map for organisations in improving their overall culture which helps in developing efficient team members and creating a comfortable and effective working environment (Zhang et al., 2020).

2.8 The historical context

In general, a culture refers to collective sum of experience, knowledge, values, beliefs, meanings, attitude, religion, hierarchies, spatial relations, material objects, universal concepts

and possession which is developed by groups of people in different generations by individuals and groups (Roughton et al., 2019). It is also considered a system of knowledge which is shared through a comparatively large group of people by communicating with each other (Roughton et al., 2019). It is a knowledge and characteristic of a specific group of people that consist of religion, language, social habits, arts and music and also defined as shared patterns of interaction and behaviours cognitive construct along with understanding which are learned through socialisation. Hence, culture can be considered growth and progress of a group identity which is foster through social patterns that are unique towards a group.

Moving forward in a historical context, culture has been also considered significant in the organisation. Organisation culture is overlapping between cultures specifically the major culture of the society to operate at global level. It faces establishment and maintenance of unified culture while operating in the context of various regional, national and different behaviour along with local culture. In an organisation, culture refers to a set of values attitude, beliefs and systems which outline and impact the behaviour of employees within an organisation and it reflects how customers, employees, stakeholders and vendors are experiencing organisation. Culture should not be confused with organisational missions are goals however it helps defining it. In the organisation, culture is developed through authentic and consistent behaviour and not developing policy documents (Roughton et al., 2019).

In the present time, many organisations are also focusing on enhancing safety culture by understanding their influence and making an effective contribution towards changing the attitude and behaviour of employees associated with workplace safety and health. Safety culture refers to the shared values, beliefs, and behaviours prioritizing safety within an organization, promoting awareness and responsibility among employees. For achieving safety culture, it is required for an organisation to lead from the top and it is obligatory for safety culture to be practiced and embraced through top leaders of the organisations. Safety culture refers to organisational culture which is considered significant on safety attitude, values and beliefs and shared through the majority of people in the company that is characterized through the way employees are doing things in the workplace (Al Mazroueiet al. 2019). It has been identified that a positive safety culture results in improved health and safety in the workplace and an increase in organisational performance.

2.9 The geographical context

Abu Dhabi and United Arab Emirates where different industries are thriving effectively and the work force is highly diverse which ensures that the health and safety need to be focused on utmost importance by organisations. Hence by giving priorities to safety, health and well-being of employee organisations operating in Abu Dhabi can focus on developing a positive working environment which enhances productivity efficiency and fosters employee loyalty (Saleem et al., 2021). The need of safety culture in Abu Dhabi is considered significant as it will help organisations in adhering to the occupational health and safety practices which will help them in complaint with local regulations and laws and avoiding potential penalties and legal complications. Since UAE government has also recognised the importance of safety culture in organisations hence, they have also implemented various regulations for protecting workers and promoting work place safety.

A positive safety culture in organisations operating in Abu Dhabi will provide a practical guideline to organisations so that they can establish for managing workplace hazards efficiently and these processes involve developing emergency response plans, conducting risk assessments, incident reporting mechanism and employee training programs. Effective safety culture in Abu Dhabi will help organisations operating there in maintaining safe working operations and by having every one initiating from operators to leaders' managers taking safety as a serious concern they will remain watch full along with mitigating risk and compromises which refers to operations in these organisations are conducted in a safe and effective manner as a reasonable which will give risk related to licence holder operations (Roughton et al., 2019). Abu Dhabi has specific regulations governing workplace safety, including guidelines for risk management, employee welfare, and operational safety practices, which organizations must adhere to for compliance and effective safety culture (Roughton et al., 2019). It has been identified that a poor safety culture is not considered effective or efficient for long term as for example if these incidents are not being reported and not lessons have been learned by the employees it will consistently occur and might result into undue risk related to the public and workers. Therefore, safety culture is a significant aspect which ensures safety needs to be integrated within organisational operations in Abu Dhabi as an emirate of the UAE.

2.10 The cultural context

The United Arab Emirates (UAE) is an emergent economy of different nationalities and ethnicities in its labour force. It has been identified that many leaders, workers can to Arab

countries for work and continue to live there (Stemn et al., 2019). Therefore, the organisation has to build a perfect and secure culture in which all these people can work effectively. In the past decade safety is not considered a tradition in the Arab culture as many migrant workers working in Arab countries have to face horrific conditions while living and working there, specifically at the construction sites labour camps were not appropriate which create various safety issues such as major incidents illness at the construction site which also measured not effective for the migrant workers belonging from India, Pakistan and Sri Lanka (Pineda, 2019). The lack of adherence to ethical codes in Arab countries significantly impacts migrant workers, often leaving them vulnerable to exploitation and unsafe working conditions. This disregard for ethical standards creates safety challenges, as inadequate protections may lead to higher risks of workplace injuries and compromised employee well-being (Stemn et al., 2019). However, in the present time the scenario has completely changed and many of the organisations in Arab countries are focusing on developing safety culture in their organisations by following laws and regulations developed by international level organisation, United Nations. Migrant workers in Arab countries experience depression, anxiety, and pain from safety and health issues, impacting their families' well-being and hopes.

With the rapid advancement of laws and regulations the Arab countries has also focused on developing laws and regulations by adherence with occupational health and safety rules which work towards safeguarding the health and well-being of workers in different industries. These regulations consist of wide range of aspects that involve work place equipment safety, designs employee welfare and chemical handling. Regulations on workplace safety, equipment handling, and employee welfare require real-life examples like OSHA standards and chemical safety guidelines to illustrate compliance (Kalteh et al., 2019). The organisations in Arab countries are required to comply with these regulations and also subjected towards audits and inspections so that it ensures their adherence towards occupational health and safety rules and develop a positive safety culture in which every employee feels free to work and prosper.

2.11 The organizational context

The Abu Dhabi government is strictly focused towards complying with safety culture in all the organisations working under them by developing effective rules and regulations for well-being and for safety of local nationals and majority of international workforce working in various industries of Abu Dhabi (Kalteh et al., 2019). By Promoting culture of safety and prevention in the occupational safety and health Abu Dhabi has informed all their organisations in focusing on preventing safety of employees in the workplace and highlighted all the positive impact of

executing occupational health and safety regulations (Saleem et al., 2021). It has been identified that with the help of occupational health and safety programs the organisations working under Abu Dhabi can focus on improving their productivity by privatizing employee's well-being. It also helps organisations in creating a safe and healthy working environment which enhances productivity fostering employee loyalty and reducing absenteeism.

The implementation of safety practices in the organisation operating in Abu Dhabi will help the government in providing safety to the work local workers who belong from Abu Dhabi along with National workers and majority of international workforce who belong from different countries and came Abu Dhabi to live and work there. Since a divorce workforce is working in Abu Dhabi it is required for Abu Dhabi government focus on maintaining health hygiene and safety conditions which is not restricted to men and need to focus on offering utmost importance to developing an environment in which both men and women workforce can feel safe (Saleem et al., 2021). Regarding the diverse workforce in Abu Dhabi, it is essential for the government to prioritize health, hygiene, and safety conditions that benefit all employees, regardless of gender. Creating an inclusive environment where both men and women feel secure is crucial. This involves implementing policies and practices that address specific needs, ensuring equitable access to safety measures and facilities for everyone (Saleem et al., 2021). In the organisational context, the Abu Dhabi government organizations need to make changes to the safety culture which is started with creating small changes at local level for example developing effective reporting system for events and incidents and ensure these need to be acted in a fair manner which helps them in improving the overall culture of the organisation. By doing these local changes organisation can focus on creating changes in safety culture at National and international level which helps culture in emerging later on. Hence it is important for the Abu Dhabi government to ensure that by developing a positive building block related to safe culture and addressing the challenges related to safety culture will help them in developing a bottom-up approach instead of using a top-down approach (Cherian et al., 2021).

2.12 The technical context

Technology has created a profound impact in how organisations are working and from the past few decades, the rate of technology advancement has completely changed the workplace culture. Technology in the workplace is not just limited towards generating profit efficiency along with maximizing games but it is also helping in making a safe and healthy workplace (Cherian et al., 2021). With the rapid advancement in various fields involving

telecommunication, data analytics and safety monitoring various organisations are able to develop a secure and safe working environment for their employees (Cherian et al., 2021). Employees were working in high-risk industries like manufacturing, construction and pharmaceuticals are required to take appropriate precautions for mitigating risks which are created due to hazards in the workplace.

Development of effective safety culture in the workplace has considered a major challenge for organisations historically and improving the employees' beliefs and perceptions related to safety hazards is completely difficult specifically for workers who have settled into their tasks and jobs (Jaafar, Zambi & Fathil, 2021). Technology is playing a crucial role in improving safety culture and helps in mitigating risks which exist in the workplace along with monitoring efficiency of the safety protocols. The latest technology advancement such as artificial intelligence and data analytics has changing the ways by which organisations are establishing and monitoring safety policy and creating impact on other areas such as improvement in PPE kits which has helped employees in reducing injuries and accidents in the modern working environments.

In the present time, many organisations are using artificial intelligence safety monitoring tools which are based on advanced technology such as computer vision which helps organisations in analysing the behaviours of employees around different hazards and incidents. AI focuses on utilizing technology to enhance safety monitoring and risk assessment, while safety culture emphasizes shared values and practices that promote a safe work environment among employees. Deep planning algorithms and computer vision are trend specifically for identifying and detecting different objects in the environment like essential protective gears and high visibility vests for extra protection and safety. Also, many organisations are using AI powered drones for inspecting hard to reach areas related to hazards along with it helps in capturing an event in the workplace and benefits organisations in reviewing such incidents by establishing a chain of casualty that supports organisations in improving safety culture.

2.13 The topical context

Every individual need safety, security and protection from physical harm along with needs related to emotional wellbeing, financial and job security and overall health. Safety and security have acknowledged the basic needs of humans which helps an individual to be safe and feel safe (Zurub, 2021). With having safety and protection, A individuals feel free from the threats and having support and trust so that he/she is able to relax. In the topical context, the increased

requirement of safety and security of living beings and non- living beings is considered important in the disturbed environment where the safety of individuals is not considered a significant aspect (Cherian et al., 2021). The use of safety measures in different areas and life aspects helps an individual in feeling safe and considered critical for protecting society and individuals by having distinct goal impacts in approaches. Safety and security are two major concepts which helps organisations individuals' governments in better addressing the risk related with them and taking necessary measures for preventing harm. Whether an individual is a worker working in a high-risk industry concerned citizen or a business owner the use of safety and security will help them in understanding their importance (Zurub, 2021). The need of safety is crucial as it helps in protecting people from injuries and accidents and with the help of safety protocols and procedures, they can prevent accidents from happening which also helps in mitigating the severity of accidents and illness.

Boths security and safety has consider essential for every business for operating effectively. The safety measures help organisations in preventing injuries in accidents sideways with using security measures for preventing any type of criminal violence and activities occurring in the workplace (Cheung & Zhang, 2020). Together these help in creating a productive and safe working environment for employees along with protecting the public from any type of harm that results in carelessness and negligence on the part of organisational staff. The major goal of using safety and security measures in the disturbed environment is to prevent and mitigate injuries and accidents from occurring these measures are implemented from minimising hazards addresses so that people can live without any harm.

2.14 The promotional context

Safety culture in an organization encompasses the beliefs, attitudes, values, and behaviors of its people, with leaders prioritizing safety to foster a positive work environment (Ateeq et al. 2024). Organisations with an effective safety culture having a spread throughout like the involvement of top management and everything does in the organisation. The promotion of the safety culture within organization for safety of living beings and non-living things is directly related with the aspect of safety. These core values (Core values include commitment to safety, teamwork, accountability, integrity, and continuous improvement in organizational goals), behaviours and beliefs that results from collective commitment through individuals and leaders in the organisation which is appropriately prioritising safety against different organisational goals for allowing business objectives for undertaking without any undue risks (Cherian et al.,

2021). An organisational safety culture is creating major impact on all the aspects for offering employee benefits. A strong organizational safety culture significantly enhances employee benefits by fostering a safer work environment, improving morale, and promoting overall well-being (Ateeq et al. 2024). It has been identified that When work is culture is aligned with employees it's more likely to feel supported comfortable and valued and companies who are privatizing culture also face difficult times along the changes in the business environment and with the help of a positive safety culture, they come out more productive and stronger. Effective safety culture helps in reducing the risk of accidents and their occurrence.

The safety culture in organisation is promoted by complying with various laws and policies developed by government for protecting the employees and their well-being (Clarke, 2013). Safety culture in an organisation can be improved by initially assessing current safety culture and it can be done by performing surveys, interviews of the staff members and watching them in a general way. Improving an organization's safety culture begins with a thorough assessment of its current state, which can be achieved through employee surveys, staff interviews, and observational evaluations, enabling leaders to identify areas for enhancement and develop targeted interventions for improvement. It helps a decision makers and leaders working in organisation to analyse a good overview of organisation and their safety culture (Clarke, 2013). It has been recognised that an effective safety culture has been developed and improved gradually because of people’s behaviour and attitude and it takes time to change. By performing small changes at local level and developing a reporting system specifically for reporting about events and incidents and a fair manner can be used for improving the overall culture of organisation.

2.15 The functional context

The role of leader is considered significant in promoting organisational safety culture as a part of work culture through performing functions related to safety. Leadership plays a crucial role in implementing incentive policies and programs which involves rewarding in employee's for following the safety protocols and maintaining safety culture reporting hazards along with promoting safety practices. It helps in reinforcing significance of safety along with encouraging all the employees for prioritising safety in the workplace (Chong et al., 2018). Promoting safety culture in the workplace is not just in responsibility of an individual working in an organisation but also it consists of collaborating with other industry groups and businesses. Leaders can provide support by collaborating with employees and participating in sharing the safety

practices developing safety committees and working with all the regulatory agencies developed by the government for developing and implementing safety standards. Hence, by working together leaders can help organisation in promoting safety in whole community.

Leaders plays a vital role in establishing safety expectations in the organisation by creating in communication and effective safety policy which clearly outlines the education of organisation towards safety obligations and responsibility of employees related to safety and well-being at all the levels along with repercussions of failing in meeting safety standards (Chua et al., 2018). Leadership also involves taking a management approach which prioritising safety of employees in the workplace by establishing and executing policies and programs related to health and safety which ensures well- being workers.

By playing a crucial role in ensuring workplace safety leaders are taking different approaches and behaving proactively in recognising potential risks and taking effective actions for preventing them (Clarke, 2013). They are also responsible for actively promoting safety culture in an organisation by going beyond enforcing procedures and policies and developing an environment in which safety is considered core value in the culture of company. It also focuses on looking for ways consistently improving safety protocols and mitigating potential hazards before any accident occurs.

2.16 Chapter Conclusion

The chapter has demonstrated role of leadership in promoting safety culture in organisation by clearly communicating the safety goals vision and expectations of organisation and encouraging employees for participating in the safety initiative by sharing their concerns and ideas. It has been summarised that A suitable safety culture helps in improving safety performance within government sector of UAE by implementing management practices as a predecessor of the safety culture. This chapter highlights the importance of leadership in fostering a safety culture within organizations, but it lacks a clear presentation of how technology facilitates this process. Integrating advanced technological tools can enhance safety monitoring, data analysis, and employee engagement, ensuring that safety protocols are effectively communicated and adhered to, ultimately driving better safety performance and operational efficiency (Clarke, 2013). Abu Dhabi has experienced swift advancement of technology and its economy is growing diverse and rapidly. Therefore, it has been identified that by prioritising safety and health of workers government sectors in Abu Dhabi are able to drive productivity along with achieving long term success (Cheung & Zhang, 2020). With the

help of Promoting organisational safety culture, Abu Dhabi and UAE government has been able to take initiative related to execute occupational health and safety regulations for safeguarding the well-being of the workers working in different government industries. The stakeholders associated with the organisations are employees, the suppliers / customers, public that are majorly affected by the working and operations of ADP.

Chapter Three: Literature Review

3.1 Chapter Introduction

The researcher conducted a general literature review on available material in leadership, organisational safety, and organizational cultural; based on the result, the literate review should be scoping in-depth. Leadership in organizations shapes safety culture by influencing employee behaviour, fostering communication, and establishing priorities that promote a safe work environment. This will activate the lenses or frame of reference to the literature from the perspective of leadership in organisations, organisational culture and organisational safety. This chapter reviews the literature from the perspective of leadership in organisations, organisational culture, and organisational safety. The researcher has reviewed academic literature that identifies the Role of leadership in Promoting Organisational Safety culture in the Government Sector of Abu Dhabi, UAE, with the research questions. This chapter consists of the following four parts. The first part provides a top-to-bottom comprehension of leadership with different leadership styles, organisational culture, and organisational safety in detail with the help of previous studies.

The following three parts provide a critical review of the literature around the three dimensions (outlined in Figure 3.1), i.e. the links between leadership and organisational culture (Zone A), the links between leadership and organisational safety (Zone B) and the links between organisational culture and organisational safety (Zone C), and last, the links/intersections between the three zones (Zone D)

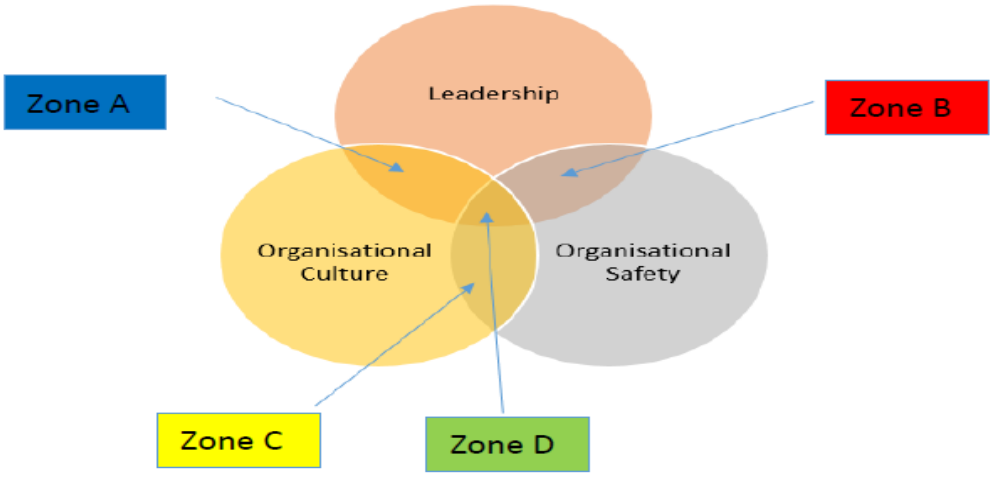


Figure 4: Components of the research

Source: Developed by the researcher

Figure 3.1 explains the second segment of this chapter which inspected the precedent literature for the deep dive into the association between 1) leadership andorganisational culture (Zone A), 2) leadership and organisational safety (Zone B), 3) organisational culture and organisational safety and (Zone C) 4) the intersection between three of them (Zone D). The third segment has explained the most relevant theories of variables above.

3.2 Leadership in the Middle East Region

What is meant by the Middle East? According to Al-Rahma (2015), the Middle East automatically refers to the MENA region (Middle East & North Africa). To others, it is the Greater Middle East, a term defined by the George Bush Administration, which denotes that "it covers Afghanistan, Iran, Pakistan, Turkey, and Israel, whose only common denominator is that they lie in the zone where hostility to the US is strongest, in which Islamic fundamentalism in its anti-Western form is most rife." However, in this research, what is referred to by the Middle East is, the Near East, where in 1958, the U.S. Department of State clarified that the two terms are substitutable. The countries in this region include all Arab countries, including Turkey and Israel, excluding the North African region. A map showing the nations is in Figure 3.2 on the following page.

Figure 5: Middle East Region Map

Source: Britannica [Retrieved from https://cdn.britannica.com/08/89908-050-36B36DA9/Middle-East.jpg]

According to Zaraket and Halawi (2017), despite the abundance of publications on leadership from the human and business perspectives, the understanding of leadership has undergone enormous development over the past thirty years. In turbulent economic and political environments accentuated by corporate scandals, economic recessions, and Arab national coup d'états, people feel apprehensive about and demanding genuine political, social, and business leadership. In corporate environments, managers and employees have become captivated by the idea of leadership. Interest in leadership can be considered a framework of voluminous studies and research by scholars and practitioners.

Therefore, corporations continually seek to recruit, hire and train new employees with leadership aptitudes because of their ability to enrich their organisations and help others in the organisation attain their professional and personal goals. Scholars and practitioners of the business environment now recognise the word 'Leadership' as jargon that can have different meanings for different people; these meanings are interrelated to managerial theorists. Leadership is defined as a process whereby one person influences a group of individuals to achieve a common goal (Northouse, 2021).

This definition and many others covering the notion of leadership indicate that leadership is a process that seeks to influence others within a group for the sake of attaining a goal. Leadership is therefore described as a process whereby the leader affects and is affected by followers (Al Mazrouei et al. 2019). Thus, the focal point of such a definition is that the reciprocal relationship between leaders and followers can be either beneficial or detrimental. Leadership is seen as a process because it involves ongoing interactions and influences between leaders and followers, shaping behaviour and outcomes. As a result, leadership is concerned with the explicit perception of common goals in groups and accentuates the idea that leaders and followers have a mutual purpose (Pineda, 2019).

Moreover, Kotter (1990) has inferred that leadership is a process of interaction between leaders and followers and, therefore, can be learned. Effective leadership and management are critical requirements for the prosperity of a corporation, where they have a combined influence on subordinates and on accomplishing corporate goals. Kotter (1990) argued that the function of management is to impose order and consistency in the organisation whereas the duty of

leadership is to bring about change to achieve goals. The study of management emerged at the dawn of the 20th century with the materialisation of our industrialised economy and was intended to curtail chaos in organisations to make them more efficient and effective while leadership produced constructive change. Although there exist clear differences between management and leadership, the two terms are interrelated. When managers are playing their role in influencing subordinates to meet their goals, then they are also involved in leadership. On the other hand, when leaders use the functions of management, then they are involved in management. In any corporation, therefore, the two roles can collide under the same title, task, or duty (Ree & Wiig, 2020). An organisation imposing a pattern of management that excludes leadership collaboration will foster a classical bureaucracy, a situation that will lead to organisational decadence.

Hence, the degree of innovation in an organisation depends on the reciprocal blending of leadership, which is concerned with the process of developing mutual purposes and management, which is directed towards coordinating activities to get the job done. The degree of innovation reflects how effectively an organization introduces new ideas and practices. In the context of leadership and organizational safety culture, innovative approaches enhance safety measures and employee engagement (Schlager, 2019). Leadership in the Arab World During the past thirty years, the corporate sector across the Arab World (Middle East & North Africa: MENA) has enjoyed enormous development. The large number of retailing conglomerates in the Arab world, have attained regional and global expansion, but few of them are ever interested in strategic human resource management and strong leadership. The reluctance to focus on managerial and leadership issues and the failure to affiliate the corporation's strategic goals with the two burgeoning human resource and leadership majors is a dilemma to most Arab organisations (Jaafar, Zambi & Fathil, 2021).

3.3 Leadership

Many times, in regular conversation, one frequently uses the terms leadership and management in the same meaning. But these are different. In critical situations, subordinates seek help, decisions, and actions of several leaders to discriminate which leader is best to address the problem at hand. On the other side, Leaders always try to satisfy the need and expectations of the people (Crayne & Medeiros, 2020). Since the early 20th century, leadership has been a significant focus for social researchers, yet a universally accepted definition remains elusive and varies across different contexts and disciplines (Akparep et al., 2019). Bolden (2010)

explained the term of leader or leadership in the “Leadership, management and organizational development” that leadership refers to the personality in charge of any organization and has powers to take verdict and has authority to put his decision or judgments into practice. Their decisions or processes have a set of other authoritative leadership processes about organizational, personal, or social influence. The groups, teams or organizations can do more to increase their ability. The selection of the leader depends not only on the person's characteristics but also on the social and cultural factors along with his/her exposure to life. Bass and Bass (2008) have explained that leadership was developed during the years from the 1940s to the 21st Century. In the 1940s, the leadership position was not noticeable. Still, after the 21 Century, leadership is viewed as the leader's ability that makes the leader responsible for the activity of employees and organisation (Bolden, 2010).

Sansom (1998) explained that Organizational leadership is not the supernatural thing that only one individual can have, and others do not have. The leadership is also not all about the leader's orders, and then he monitors how much he/she gave orders to subordinates and how much they obeyed. But on the other hand, the leadership in the organization is skill of a leader to manage and look after the benefits of the company by understanding the desires and needs of the employee and targets of company. Leadership in an organization involves a leader's ability to align employee needs with company goals, fostering a motivated workforce that drives organizational success. Bring the employment need and targets of the company together to work in a good environment to attain the general goals. Organizational leadership has a fundamental role in the development and humanizing of an organization. Organizational leadership helps the staff of an organization face the challenge and work as a team for the organizational objectives in an admirable way.

According to Ng'the et al. (2012), leadership is a feature of the leader that united a group together. It persuades the subordinates towards accomplishing objectives and changing the group's potential into reality. Leadership is a relationship that happens by which one employee can impact the conduct of other employees in which the leader can utilize their human impact to influence employees to accomplish a specific objective in the organisation. It is like a system where workers are influenced or an employee persuades others to complete something they might not desire to do (Bratton et al., 2003). Further, Ng'the et al. (2012) stated that leadership indicates the power or control the leader has over the devotees to influence them to accomplish an objective but implies the leader's activity that affects the supporter's conduct and activities

towards accomplishing an objective. The leadership suggests a leader to stimulate the employee through words and activities toward accomplishing an objective.

Armstrong (2012) explained leadership as the "capacity to influence others readily to carry on unexpectedly". Leadership is a skill that leaders use to motivates the employees to put their capabilities best to get the outcome, getting their devotion and rousing them to accomplish a coveted objective and result. Further, Armstrong (2012) characterized leadership as a "progression of monetary and social exchanges to accomplish particular objectives".

Kotter (1996) explored that without the effects of leaders, the stimulus level of employees in the organization may go down, and their activities become useless, which can prove most horrible for an organization afterwards. His study further elaborated that the leader's efforts and vision play a vital role in producing useful development in the organization. Inappropriate vision, a renovation effort can simply put the organization’s main aim into a list of perplexing, unsuited and time-consuming paths. On the other hand, a better leadership vision can put the organization in the right direction of the organization.

Sandhya and Kumar (2014) regarded the leader as a personality who possesses a situation in a group, impacts others as per the part desire of the position, and facilitates and coordinates the group in keeping up itself and achieving its objectives, it can be recommended that the way and approach in which a leader influences the employee and direct the workers towards the achievement of an object inside an organisation can affect their conduct and aim to stay in that organisation is called leadership style.

Swaraswamy and Swamy (2014) explained that the leader is an entity that makes the decision, makes rules, and executes it in the organisation. This study indicates the importance of a leader with an effective leadership style in their study. They stated that the worldwide condition of the organisation has quickly changed. This condition has made the requirement for influential leaders to tackle all the obstacles and take the organisation at a high level in production.

This study aims to answer key questions i.e. what are the leadership styles currently been employed in Abu Dhabi government sector, how does leadership influence promoting organisational safety culture in the government sector in Abu Dhabi, UAE, what are the challenges faced by the leaders at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, and how to reduce challenges of safety culture in the organisations in government sectors in Abu Dhabi, UAE? The importance of reviewing leadership is as the topic is about the role of leadership.

3.4 Leadership styles

Armstrong (2012) indicates that managers utilize a leadership style to practice their leadership capacity. It is said to be specific conduct connected by a leader to persuade their subordinates to accomplish the organisation's goals (Ng'the et al., 2012). Leadership style assumes a vital part in the organisations of today. Armstrong (2012) proposes that nobody's leadership style is superior to the next; however, styles are subject to a few variables. Such factors incorporate the organisation writes, nature of the errand, qualities of the people in the leader's group, the group the leader leads in general, and the leaders' identity more imperatively. Adair (2003) likewise expresses that it is hazardous to propose that one leadership style is more fitting than another in each circumstance. He proposes that the leadership style embraced will be in connection with the current circumstance. This proposes there's a nobody leadership style that is viewed as best. Leaders' ought to have the capacity to know how their leadership aptitudes impact the devotees as it affects the adherents being steady of them or not (Sethuraman and Suresh, 2014).

This can affect employee conduct to help their leaders; devotees or employees who don't have the support of their leaders can be disappointed, which could stimulate an employee's expectation to take off. Khan et al. (2014) demonstrate that leadership styles can influence an employee's activity satisfaction level, and job satisfaction results from leadership. This proposes leadership conductor style can alleviate an employee's want and aim to leave an organisation. As per Akparep et al. (2019), preceding an employee thinks about leaving an organisation, such an employee will initially evaluate the situation of their organisation with the organisation. This evaluation as indicated by Welty-Peachey et al., (2015) as the relationship between employees and leaders weakens, employees may feel disengaged and undervalued, leading to increased turnover as they seek better connections and support in other organizations.

Bureaucratic leadership style

According to Nwokocha and Iheriohanma (2015), the bureaucratic leadership style requires an entire adherence to standards and techniques because the manager overviews the book. This implies that managers or leaders with this leadership style just hold fast to the principles and direction of the organisation's strategies. The bureaucratic leadership style involves the leaders being particularly dedicated to the strategies and procedures of the organisation instead of focused on the general population (Ojokuku et al., 2012). This proposes principles and systems

of the organisation are given substantially more significance than the general population utilized to the job. This kind of leadership may not be material in the realm of a job today where employees have turned into a key resource to manage an organisation instead of the methods, particularly in saving money organisations.

Laissez-Faire leadership style

Laissez-faire is a French phrase that means “let it be”, and it is also known as the “hands-off style” (Nwokocha and Iheriohanma, 2015). Bass and bass (2008) describes the laissez-faire leadership style as one in which the leader has no belief in their own ability to supervise. He further stated that the leader has no clear set goals towards how they may job, does not help the group make decisions, and leaves too much responsibility with their subordinates.

According to Puni et al. (2014), the laissez-faire leader avoids controlling his employees and relies only on the few available loyal employees to get a task done. A laissez-faire leader does not believe in employee development as they believe that employees can take care of themselves (Puni et al., 2014). Laissez-faire leaders used to help the subordinates at that time when they have lack of the knowledge or experience that they needed for the accomplishment of tasks and for making decisions about the work, Because Particular people are not good at setting their deadlines, managing their projects, and solving problems on their own. In such situations, the projects can go off-track, and deadlines can be missed when team members do not get enough guidance or feedback from leaders (Chua et al., 2018).

Charismatic leadership style

The charismatic leadership style stands out among the most generally esteemed leadership styles (Ojokuku et al., 2012). According to Armstrong and Stephens (2005), alluring leaders are toxic to their identity traits. The leaders have a vision and identity that constrains and persuades adherents to accomplish a dream (Ojokuku et al., 2012).

This proposes employees or devotees just need to take after the leader. In any case, this could be a potential issue when the leaders who are at the steerages of issues leave as the organisation will view rudderless and with no type of heading (Ojokuku et al., 2012). Bratton et al. (2003) depict the adherents of charismatic leadership as being notable for leading themselves. Even though the magnetic leadership style is identified with the transformational leadership style since both jobs at propelling employees to accomplish come about, there is a contrast between the two. This conventional style can't be connected in today's aggressive organisations,

particularly in managing an account industry where banks need to persistently endeavour to be over rivalry where the accomplishment of group and organisation objectives is critical. The best benefit of a charismatic leader is to support the subordinates. The Supporters of charismatic leaders often surpass self-interest at the time of collaboration (team or organisation), involved in self-sacrifice for completing the mission set by the leaders. Charismatic leaders have a great feature that they enable them to impact organisational consequences positively in dynamic occupational situations (Joshi, 2020).

Democratic leadership style

This leadership style is often classified as a classical approach; it is a style of leadership where a manager is the most powerful entity, the primary decision-maker and authority (Gordon, 2013). This style of leadership is based on the traditional premise that leaders are good managers who direct and control their people. Those followers (employees) are obedient subordinates who follow orders. This position is supported by Gordon (2013) that employees under autocratic leadership style are expected to obey their manager's orders even if they do not agree or receive any explanation.

The democratic leadership style is also referred to as the participative leadership style. The focus of this leadership style is on performance and people (Puni et al., 2014). It encourages employees to participate in the decision making the process of the organisation (Nwokocha and Iheriohanma, 2015). Democratic leader as one who delegates leadership to subordinates or employees encourages contributions from employees and depends on the knowledge of the subordinates to complete tasks as well as on their respect for influence.

According to Puni et al. (2014), decision making in a democratic system is not centralized, and high performance is recognized and rewarded. Nwokocha and Iheriohanma (2015), on the other hand, suggest that there is potential for poor decisions to be made by the subordinates because of the leader depending on the contributions made by the employees or subordinates. This can be said to have a negative impact on the organisation and can also instigate turnover intention in employees. Democratic leadership sounds good in theory, but it is often bogged down in its slow decision-making process, and the results which could be viewable would always require a lot of time and effort (Nwokocha and Iheriohanma, 2015). Democratic leadership works best in situations where group adherents are skilled and enthusiastic about sharing their awareness. It is also essential to have sufficient time to permit people to contribute, develop a plan and then vote on the best course of achievement (Chua et al., 2018).

As the topic is about leadership styles, which involves the responsibilities assumed to be performed through duties, when leading ethically and efficiently, by guiding their team and organization to reach their maximum potential. It is the kind of leadership style that forms a leader's method of providing direction, implementing plans, and motivating people. Hence the need to have understood the types of leadership styles.

3.5 Theories of Leadership

Some theories are very helpful to understand the actual importance and types of leadership. These theories also lead to understanding that how leadership works efficiently. Following are the leadership theories.

1. Great Man Theory
2. Trait Theory
3. Behavioural Theory
4. Contingency Theory
5. Transformational Theory
6. Path-Goal Theory
7. Transactional Theory
8. Theory X and Theory Y

Great Man Theory
According, Ruzgar (2019, p.319), The founder of the theory, by Thomas Carlyle (1795-1881). The latter was born in Scotland in a period of crisis and upheaval because of the Napoleonic wars and the accelerating pace of industrialization. In the history of humanity, in all the masterpieces of distinguished people, there is the label of “pioneer”, “rescuer”, “hero”. Although they were present throughout history, these “great men” were first scrutinized by Thomas Carlyle in 1841, in his study “On Heroes”, with a philosophical language. The Great Man theory reflects the leaders as influential intellects, talented persons for creating comprehensive strategies that predict all eventualities, and of regulator enormously composite concerted actions. This theory also presents the leaders as a great person and their power as an impression, their ideas as immaterial, and their instructions as power. According to this type of theory explains that the most obvious among the leader followers are in the Western country, which comprises many associates of the so-called Alt-Right

movement (Caldwell & Hasan, 2016; Crayne & Medeiros, 2020; Feuer & Higgins, 2016).

Trait Theory

Trait theory is one of the early efforts to understand the leadership process that highlights the employee traits of leaders. The most recognizable parts of the theory are that fruitful leader everywhere and through history conceive productive leaders with innate traits, such as identity traits, social traits, competence traits, and physical attributes. Leadership traits have been explicitly sorted by Jago (1982) and Silli (199), isolating them into four groups, specifically identity, social, competence, and physical traits (Tangle, 2008). The doctrine is beneficial for separating leaders from devotees, succeeding ineffectual leaders. The theory focuses entirely on the leader's part in leadership. Subsequently, it has the potential to give a deeper and more nuanced understanding of how the leader and his or her identity are identified with the leadership process (Tangle, 2008).

The trait theory is condemned for different reasons. The most important issue is that despite the fact that various investigations have long been led on trait theory, there is no standard extension of familiarity properties that can be used to characterize leadership viability. Trait theory lacks a universal framework to define leadership effectiveness, limiting its practical application and consistency. The second disappointment is the failure of the trait theory, which confines itself to a realm of virtues. Third, it is associated with the suspicion that a leader is conceived, if a person has certain qualities, that he is a leader. In this theory, the assurance of leadership adequacy depends exclusively on the quality of stay and not on the situation. This makes it difficult to view the feasibility of leadership in light of the pre-characterized rundown of symptoms in different circumstances (Tangle, 2008).

Behavioural Theory

According to Alidrisi and Mohamed (2022), Managing a complex environment has many challenges, such as dynamic situations that depend on numerous components and containing conflicts between stakeholders. Therefore, safety leaders need to prepare themselves by mastering competencies to better understand themselves, influence others and to manage the work environment. Regarding the ability to influence others, this paper presents three kinds of leadership competency—emotional, social, and cognitive. WGU (2020) stated that behavioural theory has many

advantages, primarily that leaders can learn and decide what actions they want to implement to become the kind of leader they want to be. It allows leaders to be flexible and adapt based on their circumstances. Another great benefit of this leadership style is that it suggests that anyone can become a leader. Some disadvantages of the behavioural theory are that while it allows flexibility, it doesn't directly suggest how to behave in certain circumstances. Dozens of leadership styles stem from the behavioural theory, but there isn't the right one for every circumstance.

According to Smith et al. (2016) and Elida-Tomita (2021), the concept of behavioural leadership was developed by R. Blake and J. Mouton, who formed the management grid, which they published in 1964. Behavioural leadership theories have made significant contributions to the study of leadership. As a result, the study of this issue continues to be the focus of research in the contemporary world, also observing the complexity and the effects it has on organisational performance and the employees. Leadership targets the training and coordination management functions and emphasises behavioural problems. If the manager's primary concern is that the tasks are performed, the leader focuses on people fulfilling these tasks [1]. First, in affairs, leadership mean various things to various people, and second, essential is, to begin with, the owner, who has to define exactly what leadership means to him or her and then decide what success means to the business.

To be a natural leader involves the power of perception to all in the organisation, talking about the relevance, and encouraging and motivating them to act simultaneously to accomplish it. However, being a leader also means articulating that vision to everyone in the company, convincing them of its importance, and encouraging and motivating them to work together to achieve it. In terms of leadership behaviour, research shows that it is based on its features and abilities. Both leadership traits and behaviour complement each other, and one must have the other. In other words, traits leadership theory influences behaviour leadership theory.

In practice, one of the big problems involved is related to the measurement of leadership. The solution, in this case, can be the measurement of the leadership using the managerial grid proposed by Robert Blake and Jane Mouton. This measurement can be helpful in all categories of leadership (top, middle, and low management). A great example of behavioural theory is looking at a task-oriented leader vs a people-oriented leader. If there's a problem with a team, a task-oriented leader will look at

the process to see if something needs to be adjusted with the workflow. A people-oriented leader will look at the individuals and go right to them, asking what the issue is. Whatever behaviours you choose, the behavioural leadership theory helps leaders focus on their actions and utilise their decisions to be great leader. (WGU, 2020). Leadership, such as high energy, confidence, and influence. This theory identifies the characteristics or traits that differentiate the leaders from supporters of the inefficient leaders from influential leaders. However, this is the first time anyone has established a universal list of traits that successful leaders possess. It is based on how the leadership behaves within the workplace. Researchers have tried to detect differences between the behaviour of effective leadership and inefficient ones. 10 managerial roles of Henry Mintzberg illustrate behavioural leadership. Blake and Mouton make the Managerial Grid that identifies two leader behaviours: the task-oriented leader and people-oriented leader.

Contingency Theory

Fred Fiedler developed the Contingency of Leadership in 1958 during his research on the leader effect in group situations. Fiedler believed in the effectiveness of being dependent on one's leadership position and style of leadership. In contrast to the situational theory of leadership, the leader effect corresponds to the leader's style, which matches the situation, not accepting it. This theory assumes that styles are fixed, and that they cannot be adapted or modified (Gupta, 2009). A leader is most effective when his characteristics and style of leadership coincide with the situation and environment around him (Gupta, 2009). Contingency theory is not related to a leader adapting to a situation, instead, the goal matches the leader's style with a consistent position (Gupta, 2009). To make the best use of this principle, it is essential to find out what a leader's style is (Gupta, 2009). This is done through the Least Preferred Coworker Scale (LPC) (Gupta, 2009). LPC is a list of questions designed to find out what kind of employee a leader would like to work with, reflecting the style of leaders (Gupta, 2009). Fiddler's contingency model tries to match the leader's style using LPCs, including their situation (Gupta, 2009).

High LPC score — a leader with good personal skills and relies on relationships with others to complete tasks for the people

Low LPC score — the leader who accomplishes goals by focusing on task and position power task-oriented

Task-oriented leaders are most effective when their position strength is high and task structure (Gupta, 2009). People or relationship-oriented leaders do their best when the level of relationship between them and followers is at their greatest (Gupta, 2009). After tracing the leader's style, Fiedler's model states that finding the best position for the leader, also known as "position adaptability" (Fiedler's contingency model). Contingency theory can be used to create leadership profiles for organisations, in which certain styles can be matched to situations that have proved successful (Gupta, 2009). Companies can know what type of person will fit in each organisation's position whenever there is an opening.

This theory helps reduce what is expected of leaders and instead emphasizes finding a match for the situation (Gupta, 2009). This principle, although complex, is very useful for professionals to match the right conditions and determine the best person for the job (Gupta, 2009). The contingency theories stress on the context or condition in which a leader discovery himself rather than traits or behavior of a leader in separation. This is not to say that character and behavior of a leader are not significant but it means that leaders should acclimatize their style of leadership and behavior according to the condition (Alhammadi, 2019)

Transformational Theory

Transformational leadership is a relatively new approach to leadership that focuses on how leaders can bring valuable and positive change to their followers. James McGregor Burns first introduced the concepts of transformational leadership when studying political leaders, but now the term is also used in organisations. Burns described two leadership styles: transactional and transformational. Transaction leaders focus on gaining compliance by awarding and withdrawing rewards and benefits. Transformational leaders focus on "converting" others to support each other and the organisation as a whole. Followers of a transformational leader respond by feeling trust, appreciation, loyalty and respect for the leader and are prepared to work harder than originally expected. Another researcher, Bernard M. Bais, added to Burns's work explaining psychological mechanisms, which underline transformational and transactional leadership. Bass's work established that transformational leaders exhibit four factors: personal thought, intellectual stimulation, inspirational motivation (charismatic leadership).

Transformational leadership theory is supported by nearly 30 years of research correlating transformational leadership to positive performance outcomes, including individual, group, and organisational level variables. It also solidified the need to study followers in leadership research. Transformational leadership was the first developed and validated theory to emphasise morals and values in leadership. However, research on the theory is primarily based on the multifactor leadership questionnaire, which has produced inconsistent results. Research has also focused heavily on senior-level leaders. Transformational leadership also has the potential to be used negatively by leaders "faking it." Regardless, transformational leadership theory is a valuable and widely used approach to studying and teaching leadership. This theory explains that transformational leaders have intrinsic motivation and try to accept the changes in the organisation to get production or leverage advantages (de Gennaro, 2019).

Path-Goal Theory

Path-Goal theory is half leadership, half motivational theory. It was developed to explain how leaders motivate their followers toward a determined end. It is derived from expectancy theory, which argues that employees will be motivated if they believe that a) putting in more effort will yield better job performance, b) better job performance will lead to rewards, such as an increase in salary or benefits, and c) the employee in question values these rewards.

According to the path-goal theory, leaders help followers by selecting a leadership style (directive, supportive, participative or achievement-oriented) that motivates followers and helps them move toward the desired reward. In short, followers are on a path toward a goal, and leaders help followers reach that goal through guidance, coaching and direction. Path-goal theory is a contingency theory that predicts how a leader's style will communicate with a follower's needs and the nature of the task. It argues instructional leadership for ambiguous tasks, supportive leadership for repetitive tasks, participatory leadership for ambiguous tasks, achievement-oriented leadership for autonomous tasks and challenging tasks.

Path-goal theory provides leaders with a practical yet theoretical basis for understanding which leadership style to choose. It also constructs a motivational principle as its foundation. However, the path-goal theory is difficult to apply to organisations because it uses multiple, interrelated assumptions. Moreover, despite the formulation of a motivational theory, the path-goal theory does not fully explain how

the leadership style affects follower motivation, which is one of several reasons why the lack of strong research supporting its claims is.

Transactional Theory

Transactional leadership involves motivating and directing followers primarily through appealing to their selfishness. The power of transactional leaders comes from their formal authority and responsibility in the organisation. The main goal of the follower is to follow the leader's instructions. The style may also be referred to as the 'telling style'. The leader believes in motivating through a system of rewards and punishment. If a subordinate is desired, a reward will follow, and if he does not go according to the will of the leader, a punishment will follow. Here, exchanges take place between leader and follower to achieve regular performance goals. According to this theory, employees are motivated by reward and punishment. The subordinates have to obey the orders of the superior. The subordinates are not self-motivated. They have to be closely monitored and controlled to get the work done from them. Transaction leaders exceed clear and short-term goals and standard rules and procedures. They do not attempt to increase the creativity of followers and the generation of new ideas. This type of leadership style can work well where organisational problems are simple and clearly defined. Such leaders do not reward or ignore ideas that do not fit with existing plans and goals. Transaction leaders are quite influential in guiding efficient decisions that aim to cut costs and improve productivity. Transactional leaders are highly directive and action-oriented, and their relationships with followers are transitory and not based on emotional bonding. The theory assumes that subordinates can be motivated by simple rewards.

It is significant for leaders to regulate their management behaviours based on the characteristics of their groups and the mission that needs to be accomplished. Instruction behaviours are desirable when supporters need structure and are doing a difficult task. Compassionate behaviours of the leaders are best when subordinates are needed to be treated thriving, and the task is humble or uninteresting to them. Participative behaviours are best when subordinates need strong leadership or when followers need control, and the task can be completed in one of the numerous behaviours. Accomplishment oriented behaviours are desirable when subordinates need to do their best and the job is problematic or challenging (Northouse, 2021)

Theory X and Theory Y

The advocate of this theory is MC Gregor (1966). This theory clarifies two clashing perceptions of employees at a job that will impact leadership style. The directors are a view to take after either perspective of their workforce. Theory X is the view as a conventional perspective of bearing and control. Theory Y includes a more self-coordinated workforce that appreciates the objectives of their organisation and fuses their very own portion objectives into these. Theory X accept that the normal employee aversions job and will maintain a strategic distance from it unless specifically administered; the employees must be pressured, controlled, and coordinated to guarantee the organisational goals are met; the danger of discipline must exist inside an organisation, and they want to be dealt with thusly to stay away from obligation. It likewise expects that employees are moderately undriven, and their prime main thrust is the want for security (Tangle, 2008).

On the other hand, Theory Y is the extraordinary inverse and views employees to be spurred, quick to take more noteworthy responsibility and apply both poise and heading: the employees will condition job towards organisational goals and that dedication will in itself be remunerated for so doing. The employees will practice their considerations and creative energy in their jobs if given the shot, giving a public door for more noteworthy efficiency. Theory Y expect that the basic employee will, under adequate conditions, assume liability as well as search for additional. The absence of aspiration and the traits of Theory X are no intrinsic human Traits, however, learned in working situations that suffocate or don't advance theory Y practices (Okumbe,1998) Mcgregor hypothesized that understanding the suppositions by which administrators job enables leaders to end up more powerful in their workplace which thus impacts on their employees(Thrush, 2012). Theory X is condemned for its negative view of employees and its imperious approach in authorizing organisational principles (Okumbe, 1998). A leadership style alludes to specific conduct connected by a leader to persuade subordinates to accomplish the organisation's destinations.

Figure 6: Transformational leadership theory

Figure 7: Transformational leadership

As the topic is about leadership role based on certain leadership styles, these are drawn from the leadership theories existing as they explain how and why leaders conduct themselves with others. Hence the need to have reviewed the leadership theories existing, some of which are applicable and suitable.

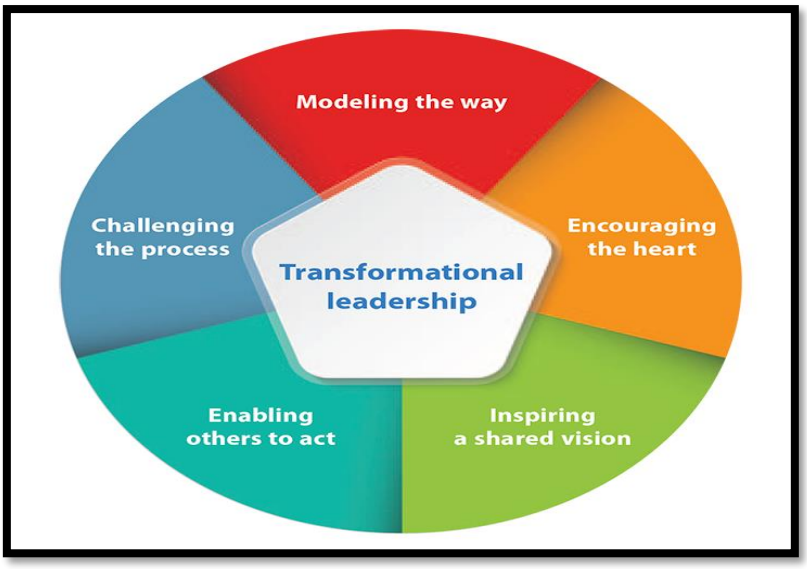


Figure 8: Transformational leadership theory

Source : Clavelle et al. (2018)

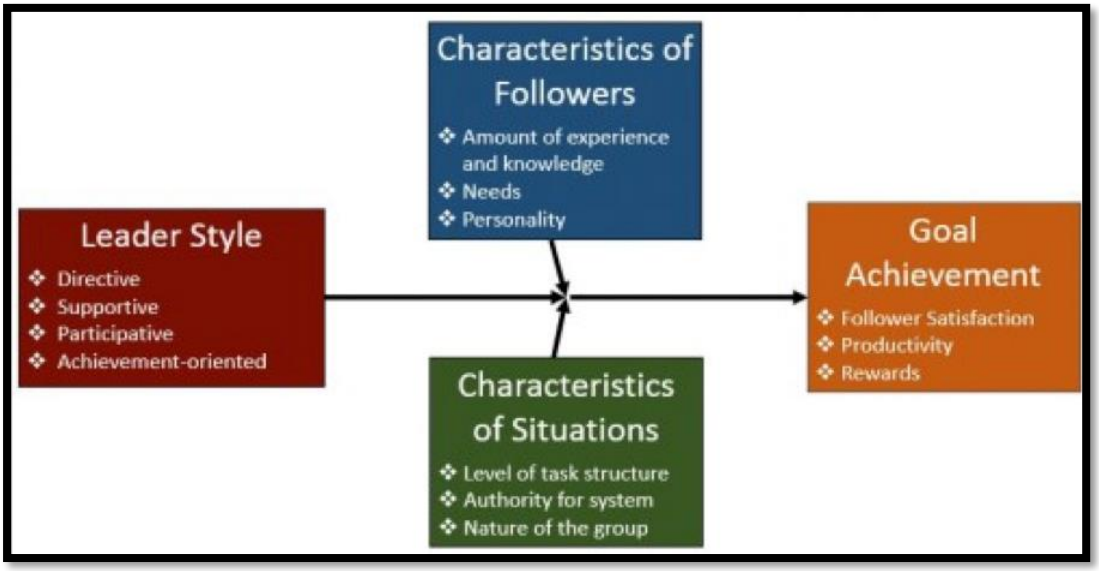


Figure 9: Path goal theory

(Source: House, 1996)

3.6 Applicability and suitability of relevant leadership theories and styles

Considering the nature of the study about promoting "culture" requires long term perspectives, hence the suitable and applicable theories relevant are: Trait, Behavioural, Transformational, Theory X and Theory Y.

In summary the previous part of this chapter has covered briefly key leadership styles, as a base to further investigate and understand the schools of thought around leadership; the reason for this introduction is to highlight the importance in leadership later in occupational safety and how leaders can overcome the challenges and act as role models for their employees. The data collected for this research has revealed a pivotal role for leadership especially in raising awareness and commitment to safety guidelines and regulation. In addition leaders have proven to be instrumental when it comes to cultivating the culture of safety woven into the overall organisational culture which will be discussed in the next part of this chapter.

3.7 Organisational culture

Organisational culture is not a new concept; many studies tried to define the organisation's culture appropriately. According to (Forehand and von Gilmer, 1964), a Culture in an organisation is an arrangement of different characteristics, and it articulates an organisation. It makes the organisation different from another one. Hofstede (1980) elaborated on culture and stated that culture is the communal thoughts of minds. This is a culture of the organisation that generates a difference between one cluster of members and another. Schein (1990) defined organisational culture is a collection of various attributes and behaviours that can make the organisation successful. As Schein (ibid) stated there are two key factors i.e. the “structural constancy of a group” and “integration of particular point in greater standard” are two important factors social group that build up the organisational culture. This study further explained that organisational cultures also provide the foundation for the organisation to make progress more than other organisations in the same nation. There will be further elaboration in the discussion chapter and the conclusion about the factors and how they impact the safety culture.

According to Kotter and Heskett (1992), culture means honestly recognized set of values, behaviours, and principles of society. In other words, the organisational culture is a collection of achieved knowledge, values, explanations, beliefs, communication, and behaviour of a huge group of individuals at an identical period and place. For giving a more accurate meaning of the organisational culture the Pettigrew (1979), explained that the foundation of the organisation's cultures are on the cognitive method, which assists in describing how employees in the organisation think and make a decision. This study also explained that different types of culture in the different organisations are based on the versatile set of beliefs, assumptions, and values that establish organisations' behaviour to accomplish the task of its business. Tichy

(1982) explored that organisational culture is identified as “normative glue”. It collectively joints the whole organisation together.

Dasanayake and Mahakalanda (2008) have explained organisational culture's characteristics in his study and stated that values of maximize workers are measured as realistic assets that needed a culture to sustain their logical contribution both for employee and organisational learning novel knowledge formation and willingness to share with others, individual. Because organisational culture has become more important in the current period compared with the past (Schein 1992), it is stated further that norms in the organisation or institution are imperceptible but if the any association want to increase its performance of the workers and productivity then, norms stand at the first place to look.

Hodgetts and Luthans (2003) have identified some important features of the organisational culture. First of all, they stated that norms of organisation are most important feature of organisational culture. Norms can be calculated by things like as quantity of work done and the level of collaboration between administration and workers of the organisation. Secondly, the rules and regulations are cleared for employee’s behaviour related to the efficiency, intergroup collaboration, and consumer relationship. Third feature is, experiential behavioural regularities, as demonstration of general language and formal measures of administration. Fourth feature is the harmonization and integration between the managerial units for the purpose of development in competence to works, quality and swiftness of designing, manufacturing the goods and services.

The question now is what ae the dimensions of organisational culture; in his seminal work, Hofstede’s (1980) explained the dimensions of the culture in an organisation in “Culture’s Consequences”. This study collected the data from IBM workers above the 50 countries and categorised the organisational culture into four magnitudes; the first is Power reserve (the degree to which workers and organisations have far-away relationships, official and informal). Second is Individualism (this is a degree in which individuals may generate variation between the attention of organisation and self-interest). The third is Uncertainty avoidance (the level at which individuals are ready to alleviate the uncertainty and to bear ambiguity).

The fourth dimension is Masculinity (this is the level that describes achievement as ambition, challenge and impudence, rather than compassion and promotion). In the future a study accomplished by Hofstede & Bond (1998) elaborated the added 5th dimension. This dimension

is described as short term versus long term direction, which has a foundation on the study amongst the student of 23 countries with the assistance of questioner.

Schwartz (1994) investigated cultural value, demonstrating the association between cultural aspects and organisational behaviour. This study has developed a model by collecting data from 38 countries. This study is based on Hofstede's (1980) research work. This study found two different dimensions of culture: affective & intellectual organisational culture and self-enhancement vs self-transcendence organisational culture. It classifies civilisation's cultural principles into the contractual and association cultures on the foundation of life and work. Trompanaars (1993) tried to identify the more and different dimensions of the organisational culture concerned 30 corporations or organisations in 50 different countries. This study has introduced seven dimensions of organisational culture: universalism against particularize; ascription vs. achievement, neutral vs. emotional, individualism vs. communication, diffuse vs specific; attitude to time, and the final dimension is the attitude to the environment.

3.8 Types of Organisational culture

In recent times Organisational culture is known as one of the essential elements of strategic development in any institution or organisation. From the administrative aspect, its mainly crucial function is in rising individual and organisational achievement.

Authors	Measuring instrument	Year
Askansasy, Broadfoot, Falcus	Organisational Profile Questionnaire (OPQ),	2000
Glover, Shames, Friedman	Cultural Assets Profiles (CAPS),	1994
Gray, Densten, Sarros	Organisational Culture Profile (OCP),	2003
Maull, Brown, Cliffe	Personal, Customer Orientation and Cultural Issues (PCOC)	2001
Cooke	Organisational Culture Inventory (OCI)	1995
Cameron, Quinn	Organisational Culture Assessment Instrument (OCAI)	1999

Table 1: Measuring instruments of the organisational culture

Source: Giritli, H., Öney-Yazici, E., Topcu-Oraz, G., Acar, E. (2013)

Nukić and Matotek (2014) have explained that Organisational culture and its and its in the study. Further, this study elaborated all these theories are identified by the names of the developer of the theories, for example, Weber's (1947) hierarchy, Williamson's (1975) market, Ouchi's (1981) clan, and Mintzberg's (1979) adhocracy. There are following four types of the organisational culture.

- The Clan Culture:
- The Adhocracy Culture:
- The Market Culture:
- The Hierarchy Culture:

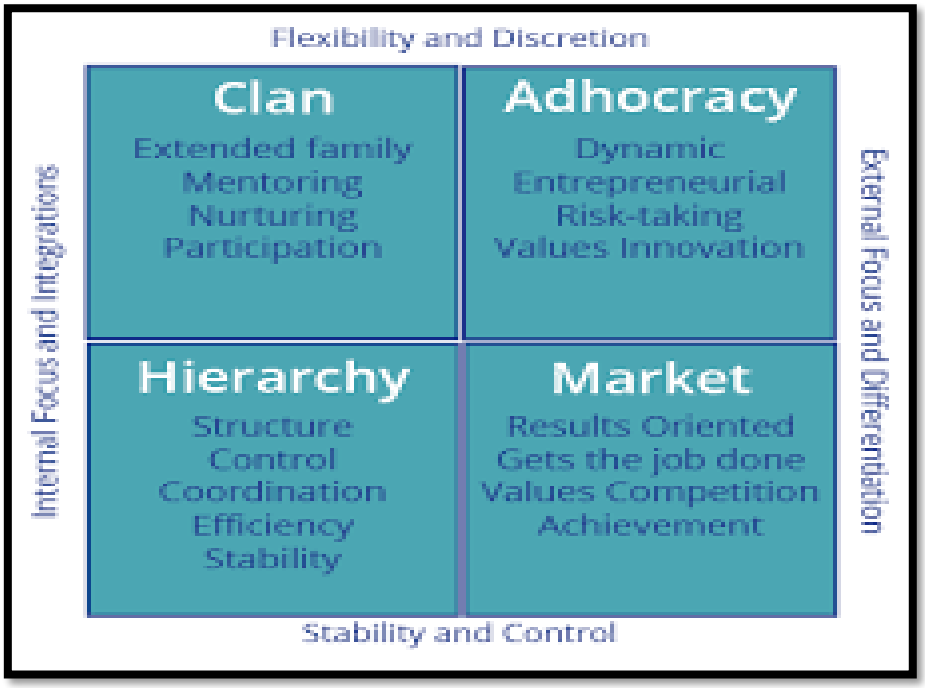


Figure 10: Types of Culture

(Source: Cameron, 2004)

The following table summarizes the key types of cultures:

The Clan Culture:	This sort of culture is ingrained in teamwork. Members of this sort of group share commonalities and see themselves as part of one big active and involved family. Leadership takes the shape of mentorship, and therefore the organisation is bound by commitments and

	traditions. Most values are rooted in teamwork, communication, and consensus. (Cameron, 2004; Nukić and Matotek 2014)
The Adhocracy Culture	This culture is predicated on energy and creativity. Employees are encouraged to require risks, and leaders are seen as innovators or entrepreneurs. The organisation is held together experimentally, with stress on individual ingenuity and freedom. The core values are supported change and agility (Cameron, 2004; Nukić and Matotek 2014).
The Market Culture	This culture is made upon the dynamics of competition and achieving concrete results. The main target is goal-oriented, with leaders who are tough and demanding. The organisation is united by a standard goal to succeed and beat all rivals. The most value drivers are market share and profitability (Cameron 2004; Nukić and Matotek, 2014).
The Hierarchy Culture	This culture is founded on structure and control. The work environment is formal, with strict institutional procedures for guidance. Leadership is predicated on organized coordination and monitoring, with a culture emphasizing efficiency and predictability (Cameron, 2004; Nukić and Matotek, 2014).
Theory on organisational Culture	According to (HA, 2020), the (Deal & Kennedy, 2000)has explained an organisation's culture in various point of views; they explained that six interconnected fundamentals describe governmental cultures. First, the organisational history is a vital element that shares the experience of past years and develops values, ethics, beliefs and traditions of the organisation. For example, an organisation can often benefit from their cultural inheritance and use it as a part of its branding strategy and the affirmation of a belief in traditional values (Deal & Kennedy, 2000).

	Values and belief: The values and beliefs are important because it focuses on the overall ethics of the employees and the organisation as a whole. It also includes writing, underwriting actions, and behavior accepted as reliability (Deal & Kennedy, 2000). Rituals and ceremonies: The rituals and ceremonies can be formal or informal. For example, there are regular company events such as Christmas and summer parties or award ceremonies. An anecdotal example of this would be armbands on Friday and against the adulterers, cakes, cookies, sweets, and people's birthdays. Over some time, they are reinforced and become a part of the organisation's culture (Deal & Kennedy, 2000). Storytelling: This factor of organisational culture helps the new employee to understand the position and role in the organisation. Story-tellers have long been used as a medium for the exchange of information between the different cultures and now more this factor is well-known in the literature of human resource management (HRM), which is a big help to introduce a new employee into an organisation, or to a gradual change in style of culture. The story is often relatable to the people so that they become embedded in organisational culture. Heroic characters are usually employees of the organisation and are often taken as immortalized in the story-telling. This is because they are the best expression of the organisation's values and culture. They include the founders of the organisation or the person who invented or created a new one that has changed its fate and performance (Deal & Kennedy, 2000).

Table 2: Types of Cultures

Source: Compiled by the researcher.

3.9 Cultural network

It is an informal but very important social network within an organisation, where employees share their knowledge and social justice. Diehl and the Kennedy's believed that the cultural networks have been some of the personalities who will help to spread the information and share stories, and can include office gossip, the office of spy, and the office, the whisperer of all the great players, collect, and distribute organisational information. Deal & Kennedy, 2000, hypothesized the foundations of culture in the structure reflected in the method that is described below. That culture is according to the degree of risk acceptance and prompt feedback. In short, the speed at which the employees are to make and implement the decisions and how quickly they can determine whether or not these decisions and strategies are right for their commercial work.

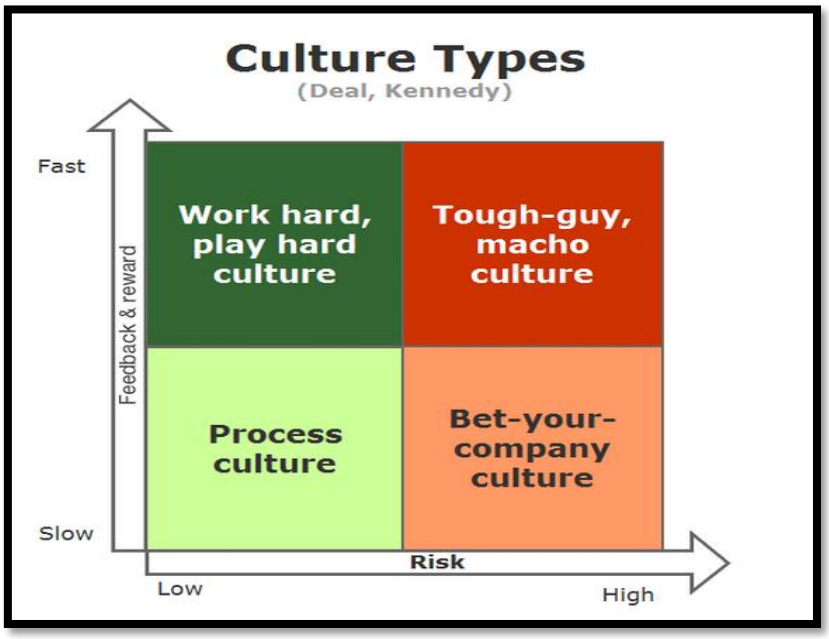


Figure 11: Taxonomies of organisational culture

Source: Developed by (Deal & Kennedy, 2000)

Following are four categories of culture.

1. Play hard culture or work hard culture.
2. Macho culture or tough Guy
3. Process culture
4. Bet company culture.

Every kind of culture is recognised with the following features:

Play hard culture or work hard culture: It is a culture built in to sell the individual members of staff have taken on a minimal risk, but it will be quickly communicated their decisions and actions. The heroes of this type of culture are most likely to be highly successful salespeople. Employees are likely to respond well to domestic competitions and be justified in terms of foreign awards that are contrary to some of the elements of the motivation in the organisation. People tend to be optimistic and willing to reach their goals. This culture also explains that the government can be successful in the culture of the employees, who are working together to achieve sales goals. Further, if the leader has poor performance, that leader can lead to a miserable culture, which demoralizes the organisational culture (Deal & Kennedy, 2000).

Macho culture or tough Guy: This culture is known often in the context of the people who aren't afraid of risk but wait for prompt feedback. Examples include the actors, sources of finance, as well as the effectiveness as athletes and artists. They want to be recognised for what they are serving, but it probably isn't going to work out for the team, as they are very competitive, and it can be hard to deal with different situations in an organisation. This is often associated with a brutal business environment, which can be frustrating and uncomfortable to work if a person has lacked self-confidence (Deal & Kennedy, 2000).

Process culture: In a culture based on the processes, the risk is less than that of the employee's opinion is slow. Therefore, it is unlikely that any individual can have a material impact on the organisation's performance. In this culture, the Individuals know that they have a small or large impact on the organisation's performance and the relationship between the individual, organisation decision, shared of goals and objectives. Therefore, these employees tend to focus on the accuracy of the process and procedures. In the end, this attitude leads the employee to the achievement of the organisation's objectives. Such culture has valuable technical skills and accuracy; however, it can be difficult to speed up the process or change the organisation's direction. This is likely to be difficult to culture; work experience, innovators, or entrepreneurs, as this culture face difficulties, limitations, and light switch (Deal & Kennedy, 2000).

The Best company culture: This culture is very likely to be a high level of risk to the environment. As a rule, this cultural environment requires a significant investment cost and a long payback period. However, it doesn't take a lot of time to decide on the correct decision, as it takes a lot of time and energy to prepare at the start of the task. In this culture, a high level of cooperation and understanding of co-workers is crucial that they are mutually dependent on each other to succeed in long-term planning and work. Hence, there are plenty of ways in which

organisations are well suited for this culture. It is considered that implications of this culture are best for the long-term management and the performance of the organisation. (Deal & Kennedy, 2000)

As the topic is centered around organization culture, hence the need to review generically about the various aspects of organization culture.

3.10 Organisational Safety Culture

The term 'safety culture' doesn't appear to possess any defined meaning within the literature. However, there's are a curative theme that organisations with effective safety cultures share a continuing commitment to safety as a top priority, and this commitment permeates the whole organisation (International Nuclear Safety Advisory Group,1991). (Roberts, 1993, Cooper, 2000). stated that components include acknowledgement of the high risk, error prone nature of an organisation's activities; a blame-free environment where individuals are ready to report errors or close calls without punishment; expectation of collaboration across ranks to hunt solutions to vulnerabilities, and a willingness on the a part of the organisation to direct resources to deal with safety concerns.

Many scholars are giving the perfect meaning of safety in the organisation that safety excellence is not the result of any singular strategy or making a few policies. But the organisational safety is based on the culture or value-based safety system is hard to realize and maintain for prolonged periods (Hansen, 2000, Miller, 1999). Iedema and Degeling (2001) explored in that the dynamic relationship between management and workers and their environment plays a crucial role within the development and maintenance of security culture, and there for leaving the complex issue of quality improvement in health care to the professions alone is unlikely to end in the safety outcome desired. Eagar (2001), acknowledging the necessity for the medical community to vary, also notes that the stress of quality management require everyone in an organisation to focus on the system, processes, customer needs, investment in people and therefore the development of latest knowledge, skills and innovative approaches if the required level of safety is to be attained.

The safety culture in the organisation plays a significant role in enhancing the overall safety of workplace. It is also considered an effective way by which people are able to approach risk in their work place that involves attitudes in perception which helps them in making their place safer and secure hence it is required for organisation to focus on ensuring that they are taking appropriate steps for improving safety culture within the organisation. Clarke (2013) stated

that Organisation safety culture considered as a product of an individual along with groups attitude values competencies perceptions and behaviour pattern which determines their commitment towards professions in style and improves organisational safety and health management. In general terms a safety culture premier league referred to away by which employees are approaching every task in the workplace and how they are factoring safety within it. The change and safety culture of organisations sometimes difficult and not considered simple is also stand and considered as a pillar in the overall second health program and crucial for success of safety and health related accomplishment. Byrnes et al., (2022) opined that Communication and commitment are specs towards a positive and successful safety culture in their organisation. Commitment is an essential component which requires organisational top management for taking effective steps so that they can ensure safe and effective operations within the work environment.

A safety culture within an organisation reflects influence that organisational culture focus on various matters related to risk management. Large organisations like government sector, public services, trade unions have developed their own safety culture. However, the terms safety culture is often mentioned around the organisation and it is also misunderstood or shortened sometimes. It also refers to safety and attitude in an organisation and explains about how things need to be done in an organisation. Cherian et al., (2021) explained that Organisation is required to have a positive safety culture so that they can perform things safely. Safety culture in the organisation demonstrates how managers senior leaders and workers in the organisation are able to communicate they are concerned with each other without any fear of the approach. Also is every employee to understand safety procedures implemented in the organisation. There are various factors that involve assessing safety culture in the organisations and if the factors are not fulfilled, there is a possibility that organisations need to focus on address in safety cultures in their organisation along with introducing some suggestion stop to mice work place safety and well-being of the employees.

According to Choe et al., (2022) Safety culture possess a great value in an organisation as it is a combination of values attitude and perceptions which influence on how something is done actually within the workplace instead of how it needs to be done. On the contrary a poor safety culture with an organisation result in major incidents along with a person who enjoys it is which might be considered influential on the safety outcomes. It is required to demonstrate the concept of safety culture in an organisation and how it influences evolution. Over time a culture in an organisation might develop Because of various decisions which prove to be unsuccessful

or successful and perceived reasoning related to them which becomes embedding of how things need to be done and what people is doing with an organisation when there is no one to look for.

Nevertheless, it is required for an organisation to focus on going further and ensuring that managers leaders and staff members need to have a basic and fundamental understanding about safety culture their role and their contribution in making informed decisions in the organisation. As per Cooper (2000) many people understand that the management of safety in an organisation is all about managing and arranging things for controlling safety and health risk. Although, the development of safety culture is far beyond creating arrangements for employees that keeps them safe. A safety culture also demonstrates the value of knowledge and how behaviour of an individual helps in developing a positive culture in an organisation. Every industry requires tools and guidance for improving their safety culture strategically.

As prer Dangmei (2016) A safety culture in an organisation represents attitude and behaviour of employees along with organisational approaches towards safety their risk perception and beliefs on how they are responding towards controlling risk and engaging activities which represents a safety culture. It has been identified that there are various factors which affect development and maintenance of the safety culture that consist of tactic and explicit communication on safety approaches used in the organisation that involves incident reporting system managing and learning from the incidents organisational investment in the safety system and implementation of emergency management procedures.

The use of training and awareness of the human factors and various cultural influences like social acceptance and willingness of speaking out. As per Cooper (2000) The development of safety culture in organisation refers to the environment all employees in health and safety programs and they are provided required tools for recognising effective safety practices along with feeling motivated for advocating their own safety and other safety by feeling empowered so that they can improve safety within all facilities.

3.11 Organisational and Individual Culture

Lee et al. (2020) stated that to date, much research has gone into identifying potential factors related to workplace safety and health awareness and risk in organisational contexts. Broadly, they could be classified under three major organisational, cultural, and individual-level factors (Dahl, 2013; Morrow et al., 2010; Real, 2008; Varmazyar, Mortazavi, Arghami, & Hajizadeh,

2016). Scholars have argued that behavioural changes are a function of both external and individual factors (Bandura, 2001; Moran et al., 2016).

At the proximal level, research has shown that different individual factors, such as attitude, motivation, morale, and efficacy beliefs, are directly associated with a plethora of safety outcomes, including safety and health awareness as well as both perceptual and actual risks (Chen & Chen, 2014; Conchie, 2013; Itoh, Andersen, & Seki, 2004; Real, 2008; Vinodkumar & Bhasi, 2010). In addition to individual-level factors, external forces may also play a pertinent role in influencing workers' safety, health awareness, and risks. Some of the important external forces to consider are cultural-level factors. An organisation's culture could be described as the values shared between members in the organisation about the vision, actual actions of members, and how organisational members feel (Varmazyar et al., 2016).

If members in the organisations do not have a serious view of safety (Saurin, 2016), they are more likely to have a higher incident rate than companies that champion safety adherence. After all, there are evidence that culture can influence safety performance (Brown et al., 2000; Nordlöf, Wiitavaara, Högberg, & Westerling, 2017; Varmazyar et al., 2016). For instance, research has shown that a subset of organisational culture – safety climate – has the strongest association with reduced accident rate (Christian et al., 2009). Conversely, poor corporate culture is linked with low compliance and higher rates of safety accidents (Zanko & Dawson, 2012).

In addition to individual and cultural-level factors, organisational factors play an equally pivotal role in influencing safety and health outcomes. Organisational factors could include enacting policies, programs, and practices that reflect their prioritisation of safety. Workers at companies that prioritise safety are more likely to have lower injury rates than workers in companies that do not take safety management seriously. This is well supported by existing literature as well. For instance, when the senior management is committed to safety, workers are not overly stressed and are more likely to be motivated to be safe (Guo et al., 2016). Moreover, research has shown that when employees perceived their organisations were genuinely concerned about their well-being, there were fewer safety lapses.

3.12 Theories and models on organisational safety

Shell E&P developed the Hearts and Minds of the Safety theory in 2002, which is based on research carried out with the help of a leading university of technology. "Winning Hearts and Minds" is about getting everybody to work safely(Hudson et al., 2002). The Hearts and Minds

safety instrument was established by Shell Exploration and Production (E&P). Hearts and Minds theory uses various apparatuses and methods to help the government encourage all staff to handle Health, Safety and Environment (HSE) as an essential part of their industry. The model inside the instrument is publicised in Figure 3.7

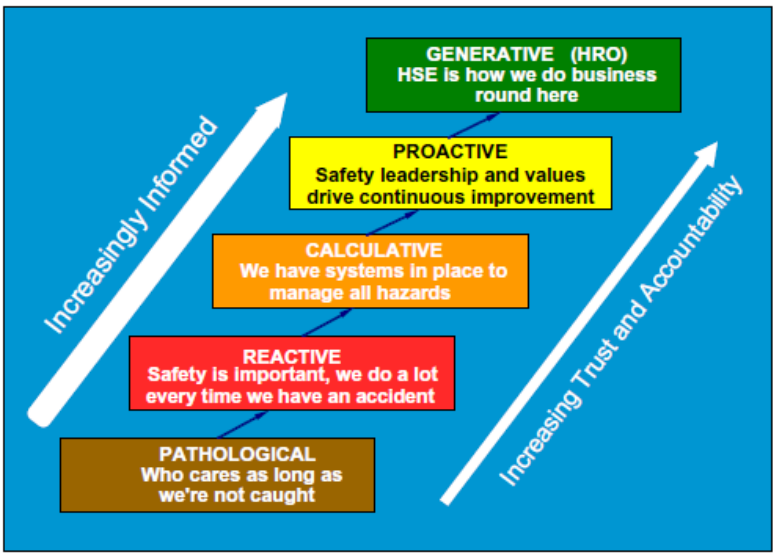


Figure 12: The HSE Culture Ladder

Source: (Hudson et al., 2002)

The purpose of this study is not to test this toolkit, but to focus on the tools/variables that this model suggests is important to assess safety culture(Hudson et al., 2002). The instrument accessible in the Hearts and Minds are following.

*HSE Understanding Culture***:** This tool can be used to understand an organisation's culture. It can identify the strengths and weaknesses and find ways to improve it. *Safe Appraisals for Everyone:* This is a rising appraisal procedure that associates how people analyse them and how other individuals understand them. It is estimated against four HSE features: "trust, walking, priorities and the talk."

Making Change Last: This tool is designed to change the management and support of a process improvement or program of organisational change. *Risk Assessment Matrix:* This is a rating tool, and it is a risk assessment, and a discussion of what changes should be made so that the risk is as low as practicable (ALARP).

Achieving Situation Awareness: This tool will help people to understand the importance of being aware of the dangers in their environment. Accidents are few and far between,

because of the catastrophic failures, except for those cases in which there was not, at the end of the chain, a non-catastrophic failure, and the organisational, the lawyer will have to tell us. *Managing Rule Breaking:*This tool will help you to understand why people deliberately break the rules, and how you can manage them and edit them.

Improving Supervision: This is a type of tool explained that the people in the supervisor's roles or have leadership of the organisation or the people who are the analyser are needed to update their knowledge and skills. *Working Safely:* This tool provides a framework for understanding the causes of unsafe behaviour and taking care of them. It tells the organisation what, how, and why people cannot act properly in a dangerous environment. It also guides managers to improve the safety management system to drive for excellence, where a tool is designed to enhance the behaviour of a driver and a person, usually to cope with the organisation (Jacob, 2015).

The purpose of such a model is since the promoting of the organizational culture is gradual and long term, which involves the 5 stages as indicated in the above figure 2.4.

Since the topic is specifically about organizational safety culture, hence the various nuances of it had to be reviewed for a deeper understanding.

Sr	Challenge	How to overcome
1	Workplace Incidents and Hazards	Tracking hazards and near misses along with incidents and injuries is the biggest challenge in HSE management for any business. Getting to the root cause of an incident and carrying out a thorough investigation is vital toensure an incident doesn't occur again. In industries that deal with chemicals, it is important to monitor the impact on the health of workers and the environment. Most industries also require workers to perform repetitive motions that gradually lead to fatal work-related injuries. In order to combat this, you should encourage your employees to take frequent breaks while working, use protective gear, and take proper sleep at night before reporting to work for the next day.

2	**Proactive Risk Assessment**	To stay proactive on risk, it is required to measure the risk even before it impacts the business. One of the major challenges faced by businesses while tackling industry safety is not being able to assess safety risks on a daily basis and on a minute level. Instead of tracking, analysing and acting on only the leading indicators, it is also important to measure and assess risks at a job level, process level, and then at the task level. Lack of clear understanding of the risks and consequences and lack of relevant tools, systems, and techniques to take care of it are some of the challenges that you might encounter while managing health and safety for your business.
3	**Ever-changing Safety Laws and Regulations**	Safety laws and regulations are often complicated, and they keep evolving to create safer workplaces for people to work in. As a business owner or safety professional, it might get overwhelming to understand and keep up with all the safety laws and regulations. This gap may lead to non-compliance. The consequences of non-compliance with the safety laws and regulations can be quite fatal for your employees and the business. Hence, it is paramount for you to adapt to the changing laws, communicate them to your employees, and ensure that everyone follows them in your organisation.
4	**Workforce Training**	Various equipment like machines, plants, vehicles, tools, spare parts, etc., is required in different industries. Thus, to avoid a potential hazard associated with the equipment, training your employees to take utmost care while handling the equipment is paramount. HSE management leaders should invest in continual workforce training and

		prioritise it as it is necessary for safety and compliance management rather than just a value-added task. Also, regular training is as vital for employees with long tenure in your organisation as for newly hired employees.
5	**Regular Safety and Operational Audits**	Every operation in every industry is different, thus, having a global audit list and maintaining it is challenging. Also, most businesses aren't willing to spend their valuable capital on audit lists and audits. The result of this is a process that may identify risks and non-compliance but still doesn't help prevent major workplace incidents. To ensure industrial safety, you must find a better way to conduct audits. Traditional audits are repetitive and may not focus on critical risks in specific operations.
6	**Communication Between Roles**	Safety is not just the responsibility of one person or department but of each member in an organisation. If there are departmental silos or communication gaps between departments and roles in an organisation, it can have a significantly detrimental impact on your organisation's health, safety, and environmental management operations. To address this challenge, you need to remind your frontline supervisors to communicate safety instructions to your employees every day. Also, activities like tracking and investigating incidents, accessing risks, and reviewing safety tasks should be performed seamlessly without much back and forth in the processes.
7	**Task Management**	Assigning and taking follow-ups for recurring tasks, job safety assessments, or investigations among employees, superiors, and peers can be challenging.

		Apart from that, having a system in place to run reports that summarise the number of complete and incomplete tasks, the status and process of each task, who is responsible for the tasks, deadlines of the tasks, etc., is also vital for efficient HSE management.
8	**Inculcating a Safe Work Culture**	Every organisation believes that they're doing all right things regarding the safety of their organisation and employees. But a workplace can only be 100 per cent safe when the workforce is engaged in safety culture and believes that safety is everyone's responsibility. The biggest challenge in inculcating a safety culture for employers is to find a way that involves their workforce at every stage of the process and for the workforce is to demonstrate their commitment towards safety through their day-to-day actions.
9	**Managing Safety on the Go**	Enabling your workforce to report and track incidents easily, access safety policies and documents, handle escalations, conduct audits, and get approvals using any device on the go, whether online or offline, is vital for HSE management. Achieving employee engagement by adopting a safety management system that can be used on mobile phones and other mobile devices is the solution to overcome the challenge of managing safety on the go.
10	**Changing Employee Mindsets**	This is another major challenge faced by business owners and safety personnel while managing industrial safety and compliance, but it mostly gets neglected. Tools and processes can handle certain operations, but pervasive mindsets are often difficult to handle. Fear of change, fear of new tech, fear of blame, disempowerment, trading off productivity with

		safety, fatalism, and complacency are some of these pervasive mindsets that hinder safety procedures. Creating a safety-first mindset, rewarding safe behaviours, developing soft skills, and encouraging every employee to take accountability of their safety are some of the actions that could be taken to change employee mindsets.

Table 3: Common Challenges in Industrial Safety Operations

Source: Adapted from Algin (2022).

ZONE A (explained in chapter one)

Links between Leadership and Organisational culture

There are a large number of empirical studies on transformational leadership its impact on the organisational culture. For example, Xenikou (2017) inspected the transformational and transactional leadership approaches and culture as precursor factors of organisational classification and originated confirmation that transformational leadership is strongly related to cognitive detection via the awareness of innovation culture. Likewise, (Simosi and Xenikou, 2010) elaborated on the relationship between the leadership and culture of the organisation. This study selected cross-sectional data and established that the mediators are culture orientations, accomplishment, support, attachment, and self-actualization. These mediators indicate the positive relation of a transformational leader and organisational culture.

Further, Xenikou (2014) demonstrates that organisational support standards, as a gauge of culture, are positively linked mutually with the institute's cognitive dimension and affective dimension of classification. The findings of this study explained that there is a relation between charismatic leadership with the support values in the organisation; particularly, it has the significant consequence of charismatic leadership on affective discovery has alleviated when workforce thought of their union as place where help and encouragement have value.

(Schein, 2010; Trice & Beyer, 1993) has investigated the critical feature of leadership to manipulate the shared cognitions and behavioural norms. Consequently, effective leaders

put a lot of attempts into culture arrangement, continuance, and modification. Their study elaborated that there are two different disciplines regarding to the correlation between leadership and organisational culture. The first one is the functionalist approach that advances the proposition that a leader is important representative in the culture management process. There are various instruments that leaders can use to direct organisational culture, for example, exchange words a clear and influential vision, the distribution of assets and rewards, managerial design and method, and formal assertion of an organisation's philosophy.

The second is an anthropological approach that conceptualizes culture in the organisation is somewhat that organisation has, treating culture as an original symbol and not as a crucial variable. Further, this approach explained that leaders are measured to be an element of culture, but not in a situation to administrate the culture of their organisations (Smircich, 1983; Hatch, 1993). Many empirical research in the organisational culture literature used functionalist approach and elaborated that organisational culture has a significant impact on important organisational productivity, like overall performance, novelty and job satisfaction (Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015; Taylor, et al., 2008 ; Abbott, et al. 2005; Liu et al. 2013; Xenikou, 2014; Finegan, 2000; Berson et al. 2008), and the leadership in the organisation and organisational culture mutually put forth an the influence on organisational phenomenon (Xenikou and Simosi, 2006; Saros et al. 2008; Lok et al. 2005; Ogbonna and Harris, 2000).

Organisational Leadership and organisational culture are in a steady interaction, and the inspection of the character in their association has a chief consequence for understanding their cooperative effects on the organisational phenomenon (Berson et al., 2008; Hartnell, Kinicki, Schurer-Lambert et al. 2016; Hartnell et al. 2011; Sarros et al., 2008; Schein, 2010; Trice and Beyer 1993; Ogbonna and Harris, 2000; Xenikou and Simosi, 2006; Xenikou and Furnham, 2013 ;). Orgbonna and Harris (2000) investigated that helpful and efficient leadership are significantly connected with the presentation, innovative and economic organisational cultures. Xenikou and Simosi (2006) inspected leadership and organisational culture by investigating the business unit's performance. This study established that transformational leadership and organisational humanistic culture have a significant circumlocutory effect on business unit performance from side to side the culture that stresses achievement in that organisation.

Sarros et al. (2008) investigated transformational leadership, organisational culture, and environment for innovation in a model of administrator and senior managers from the private division. Their study demonstrated that competitive and presentation adjusted culture intercede the link between three transformational leadership aspects out of the six transformational leadership aspects: the provision of individual support, vision articulation, high-performance expectations, and climate for organisational innovation. Just like this study, Jung et al. (2003) found that the association between transformational leadership and innovation is a mediator for culture in an organisation, where employees can honestly converse and execute innovative suggestions and facts. Further, Elenkov and Manev (2005) confirm that makes the connection between transformational leadership and innovation with the competitive and performance-oriented organisational cultures. This study found a positive relationship between leadership and organisational culture.

ZONE B (explained in chapter one)

Links between leadership and Organisational Safety

Every organisation needs leaders. Leaders assume a vital part in the hour of emergency or vulnerability as individuals look to different leaders' assertions, choices, and activities to observe how best to resolve the current issue. A great Leader a person who adopt various strategies to sort out emergency or to drive the ways to deal with the dynamic problem in the organisation (Joshi, 2020). Leadership has been a subject of study for social researchers for a significant part of the 20th century, yet there has been no consensual definition of it (Akparep et al., 2019). According to (Hogg, 2010) Leaders have the option to know how the leadership abilities impact their adherents as it affects the devotees being strong of them or not. This can affect representative conduct to help their leaders; followers, or workers who don't support the leaders. This manner can be inclined to disappointment which could excite an aim of a worker to leave. There are some researchers have contended that leadership styles can influence a worker's work fulfilment level. Therefore, the job satisfaction of employees depends on leadership style.

In the early time of period, The leader examines the relationship with subordinates, in which the leader gives general or wide orders that subordinates go ahead and follow up (Bhargavi & Yaseen, 2016). But in the current time, the leaders allow the subordinates to use opportunity than utilize their abilities and make commitments in the organisation. The leaders additionally offer help to the subordinates in achieving the task. Qualities of

democratic leadership include how many individuals are urged to impart thoughts and insights; even though the leader holds the last say over choices, individuals from the gathering feel more occupied with the interaction and imagination is empowered and compensated. Democratic leadership yields a ton of advantages. Subordinates are urged to share their considerations; it can prompt better thoughts and more imaginative answers for issues (Sadia & Aman, 2018)

Popularity based leadership works best in circumstances where a group of individuals are talented and anxious to share their insight. It is also imperative to have a lot of time to permit individuals to contribute, foster an arrangement, and vote on the best strategy (Akparep et al., 2019). There are few studies on organisational leadership and organisational safety. Some studies critically explain the significance of the position of leadership for organisational safety in the workplace. Hofstede (1991) investigated organisational leadership and its magnitude on safety management to organisational performance. This study has frequently stressed that the shortness of leadership ability decreases the health and safety development initiatives.

Hidley (1998) investigated that the minor determinant of safety performance are the workplace of organisational culture and leadership qualities. This study explains the safety of the organisational means, the policies and actions that positively affect organisational leadership and organisational safety culture. Diaz-Cabrera (2007) explored in his study that it is essential to appreciate that which values strengthen the safety tradition of organisations identified as the positive safety cultures, because these values have collision on employee behaviour eventually, in spite of the policies and actions using in that organisation.

Natalie et al. (2015) investigated the current publications of workers safety to the relationship among the behaviour and actions of leadership, safety communication in the organisation and presentation in construction manufacturing. This study collected the cross-sectional data with the help of 348 questionnaires that were e-mailed to manufacture companies in Gauteng. Still, this study received 155 applicable responses, and in the term of ratio, this study received 44.5% valid responses. To test the factor structure and determine, this study applied Confirmatory Factor Analysis through analysis of SPSS. The estimations elaborated that that clear leadership vision, ability, strategies, and behaviour in the organisation influence the safety culture and safety performance in the construction industry. Safety performance used to influence by contingency leadership and significant

organisational safety culture. This study suggests getting better safety performance by giving the well-entrenched safety supervision systems with the base of being, safety leadership, open and safe communication, devotion, and employee training.

Petersen (2004) elaborated on the factors of safety leadership in his study" Leadership & Safety Excellence". This study explained that "safety leadership is infinitely more important than policy, for the safety leader through his or her actions or decisions, sends clear messages to the organisation as to which policies are important and which are not". Petersen make tracks by directly categorizing and coherent the value, traits, policies and behaviours, connected with safety leadership. It is linked philosophy to the assessment of leadership in the organisation. This study has foundations on many theories related to leadership including behavioural theories, participant theories, situational leadership contingency theories trait theories, as well as transformational leadership and transactional leadership theories and concluded that organisational safety and leadership has positive relationship with each other and play an important role in enhancing the productivity of the organisation.

Deming (2002) investigated that for a constant step up and improved safety performance, and its collaboration with plan-do-check-act cycle, the subsequent essentials must be obvious for example, management commitment, planning, implementation and operation, corrective action, proactive checking, reactive checking, management review, employee involvement and corrective action. High-quality principles of leadership put forward that the behaviours of the leadership connected to safety management are suitable leadership behaviours. Therefore, it is potential to extract from Deming's management philosophy that any organisation can get a high level of productivity by the good performance of the leadership and providing organisational safety. Analysing the above-mentioned literature, it can be concluded that organisational safety performance and a high level of productivity need a top administrative ability.

(Chua et al., 2018) explained that Democratic leadership has been depicted as the best leadership style, yet it has some expected disadvantages. In circumstances where jobs are muddled or time is of the pith, some-time the majority rule leadership would prompt correspondence disappointments and uncompleted tasks. Sometimes, some individuals might not have the essential information or aptitude to settle on quality commitments to the emotional cycle. Popularity based leadership works best when a group of individuals are

talented and anxious to share their insight. It is also imperative to have a lot of time to permit individuals to contribute, foster an arrangement, and afterwards voted on the best game-plan over all; Laissez-faire leadership can be viable in the circumstances and rely upon the individuals who are exceptionally talented. The standard term for this style is 'free enterprise' leadership style and infers a totally distant methodology; numerous leaders stay open and accessible to individuals for conference and criticism.

This study further explained that Laissez-faire leadership has to face some weaknesses; the big is lack of support to the employee when the employees do not have the information or experience about the task. In this situation, employees are needed for guidance to finish the task and make decisions. Still, Laissez-faire leadership use to be unable to meet the expectation of the workers then. These team members set their own time management, dealing with ventures, and taking care of issues alone. In such circumstances, the project can go track off, and deadlines of the projects can be missed when a worker or team members don't get sufficient direction or criticism from leaders. According to (Nwokocha & Iheriohanma, 2015), the democratic leadership style requires a whole adherence to principles and procedures considering how the administrator outlines fair and square. This study explained that leaders with this leadership style hold quickly to the standards and heading the systems of the organisation. The democratic leadership style includes the leaders being especially committed to the methodologies and systems of the association rather than zeroed in on everybody. As a result, bureaucratic associations are making a more innovative culture, as it provides benefits and abilities to the worker.

Suzuki and Hur (2020) shows the importance of professional bureaucratic leaders that urge the public sector to support development perspectives of that sector, as this style of leadership is estimated by their perspectives toward the significance of innovation and novel thoughts and change the organisation's direction. The bureaucratic leader in the public sector is favourable to advancement mentalities rely upon their instructive foundation and work economic situations. Extraneously, a leader’s inspiration depends upon the presence of a competitive market offering employees with promotion opportunities in the public organisation and other private and public offices. This study further elaborates that regulatory politicization and extreme legalism have been considered deterrents for low-performing governments, the observational proof is insufficient.

(Joshi, 2020) elaborates that charismatic leadership utilizes excellent etymological strategies, illustrations, and relationships to get supporter feelings. Objective verbalization is more important about philosophy and idealistic results instead of practicality. For instance, Martin Luther King's Speech "I have a fantasy!" Charismatic leaders change associations and individuals in manners that are unmistakable from different leaders. This type of leadership looks for revolutionary changes in their supporters to accomplish the glorified objective for an association's future. Supporters of Charismatic leaders regularly rise above personal responsibility for the aggregate group or association, participate in selflessness in light of a legitimate concern for the mission, and relate to the vision enunciated by the leader. Charismatic leaders have attributes that empower that affect authoritative results emphatically in robust business conditions.

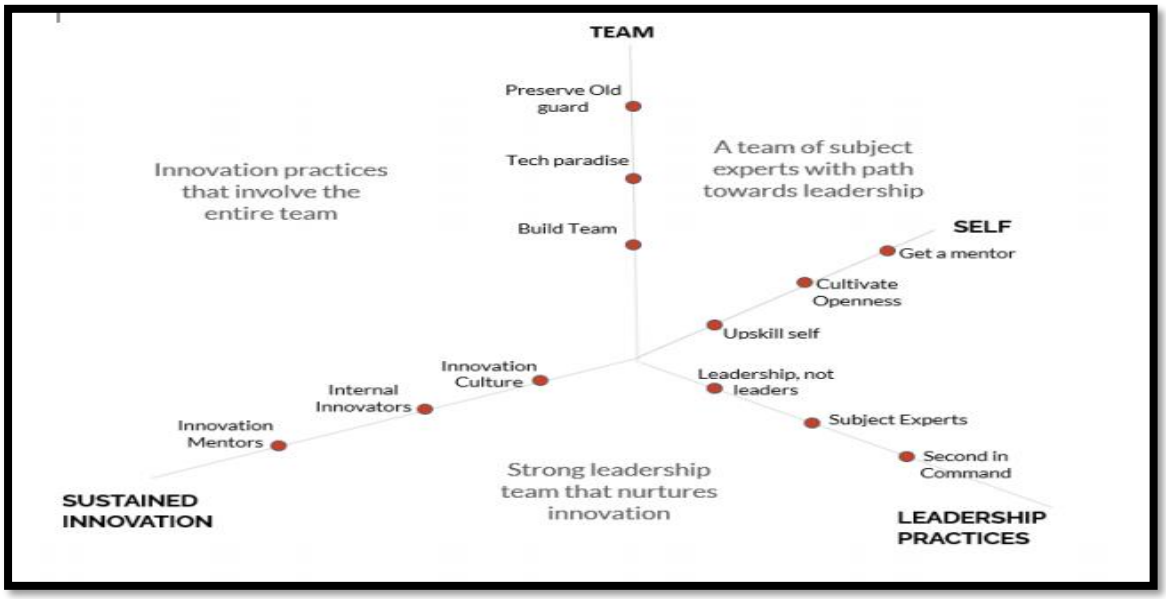


Figure 13: Roadmap vectors for a charismatic leader

Source: (Joshi, 2020)

Nowadays, the debacle brought an intriguing discussion about the character of leaders in new businesses, especially 'Charismatic leaders', with their interesting capacity to make a reality twisting field. Media has performed a significant part in intensifying the narratives, the long term and the insane characters of these charismatic leaders. Charismatic leaders sincerely affect the emotion of the follower. Charisma is about leader-follower elements. The follower has to think the leader has Charisma, which is why most researchers conduct the study by collecting the data of followers of this leadership style. As the charismatic appeal is approved through the impression of their supporters (Joshi, 2020)

In any organisation safety of the culture is as important as the leadership abilities in an organisation(Katz–Navon et al., 2020); in a current study (Ohemeng, 2020) investigate the prior research by perceiving the ideas of employee's safety commitment, employee's safety execution and safe work space for workers as human factors that could influence to the performance of the workers. Employee's safety commitment refers to workers communicating concern regarding safety and security dangers (e.g., arrangement of individual defensive hardware, PPE, e.g., safety glasses and fall insurance tackles).employee' security execution refers to security-related conduct at work (e.g., wearing PPE and urging associates to wear PPE) Safe working climate for workers alludes to working conditions that don't hurt workers and rather ensure their prosperity (e.g., routine medical care registration and PPE tests and reviews).

In this safety context (Wu et al., 2017) elaborates that leadership is a key factor affecting safety, while researchers and experts encourage proactive ways to deal with forestalling work environment injuries. It is said that the absence of leadership is one of the significant foundations for the ceaseless undeniable level of mishap recurrence inside the development projects. An essential yet still agitated scholarly issue is, what leadership means for the well-being execution of development ventures and how security leadership can be improved. To evaluate the components by which leadership improves project security, this study fosters a safety leadership model for development projects (SLMCP) in both hypothetical and even-minded viewpoints. Hypothetically, this model joins explicit qualities of development projects and applies various degrees of-the board viewpoint to portray leadership's falling impacts across project partners. Safety culture and safety management are the two significant ways by

which leadership impacts safety performance. Further, the activity research (A.R.) strategy is utilized to approve the hypothetical model experimentally and foster achievable measures to execute safety in the organisation with leadership's help. This study concluded that for the perfect safety culture, there is a need for good leadership ability of the administration of that organisation.

(Bilgiç et al., 2016) examine the safety in the organisation and the intervening jobs of safety environment and trust in the relations between leadership styles. This study collected that data from common labourers from an organisation in Zonguldak. This study has empirical evidence, and the outcomes showed that transformational leadership is unequivocally connected with a safe environment. Results explained that transformational leadership is positively and significantly connected with safety support. It is explained that transformational leaders really trust in the safety and prosperity of the organisation, and this is reflected in their non-verbal communication, tone, words expressed, and everyday activities.

The transformational leader plainly articulates a dream that portrays the future of an organisation with market advantages. For instance, to paint a convincing picture, such leaders may say, "*We don't have any desire to hurt anybody while making our item, as we would prefer not to vagrant our partner's youngsters or cause their families to lose their home since we murdered or damaged their primary provider."* The vision of things to come may be, "In this way, safe creation will be the number one need to guarantee that no one can keep away from all occurrences. This study concluded that value-based leadership in any organisation is certainly associated with safety consistency. Both safety environment and trust showed significant relationship with transformational leadership style.

(Shafique et al., 2020) elaborated the adequacy of leadership styles on researcher results in safety culture. This study investigates the effect of ethical leadership on safety and task execution under unforeseen impacts of two safety factors (for example, perceived mishap probability and perceived dangerous experience). The investigation of this study consists of cross-sectional data, and a survey was utilised for information assortment. Information was gathered from 397 workers from ten different organisations. Multiple hierarchical regressions were performed to test the estimated connections and prove the hypothesis. The regression results show that ethical leadership has a positive relationship with safety performances, safety attitude, and task performance of the workers.

Further, this study analysed that accident probability has direct that ethical leadership strongly impacts workers' safety performance and attitude when mishap probability is high. Further, this study found that perceived hazard has a direct connection between ethical leadership and task performance to such an extent that higher risk hazards decrease the viability of ethical leadership. Finally, this study found that managers can upgrade worker safety for occupations related to high-security context through the exhibition of ethical leadership practices. Therefore, the study recommends that moral leadership can prove to be significant apparatus to improve the safety of the workers it also helps the worker for improving well-being and general prosperity overall.

(Lundell & Marcham, 2018) investigated that Leadership is the antecedent to safety culture and it is essential for satisfying the expectation of OSH all through the industry. It is basic to the creation of indicators of an organizational safety culture. This study elaborates that leadership methods and approaches should be adequately adaptable to acclimate the dynamic workspaces. The leader ought to realize the effect that leadership styles can have on safety culture. An expert safety perspective is fundamental for an organization to assess, maintain and embrace all degrees of OSH culture. Safety experts are a basic part of any association. During the 1900s, workplace accidents and wounds were usual for the worker in the workplace, with an expected 18,000 to 23,000 employees dying yearly (Hofmann et al., 2017). After the legislative foundation of the OSH Act of 1970, the word related injury rates declined from 10.9 wounds per 100 full-time same (FTE) workers in 1972 (OSHA, 2018) to 2.9 per 100 FTE laborers in 2016 (BLS, 2017), having an extensive effect on the safety and strength of workers all through the population. However, with over 45 years of OSHA's administrative control, security and well-being principles, joined with the industry's innovative and mechanical enhancements, worker become harmed or debilitated. In 2016, 5,190 workers passed away because of an injury at the workplace. This study explains that these numbers of incidents at the workplace are still inadmissibly high when seen through the guarantee of the OSH Act, which qualifies each worker to be safe and healthy working conditions and makes all employers responsible for providing work area free from recognized hazards. This study recommends that it should be the responsibility of the leadership inside the organization to help and keep a devoted spotlight on the safety culture in which every worker can feel safe during working.

(Hofmann et al., 2017) investigated the safety culture and responsibilities of the leaders at the workplace. This study explains that working abilities and safety are affected by the worksite climate, organizational culture, and safety culture of the organization. Most importantly, the

safety culture decreased incidence and accidents at the workplace. Furthermore, this study explained that organizational leadership plays an essential role in thoroughly addressing the episode causative components (HSE the executive's framework, utilization of innovation, worksite environment, worksite culture).

(Beus et al., 2016) explained that dangerous workplaces have an impact on workers as well as on the association. The improvement in the safety culture in the organisation requires a combination of various activities by the leadership that focuses at comprehension and attention to all components of the incident in their organisations. Organisational leadership use to improve the working environment, safety culture by utilizing different strategies. These strategies are used to build by setting clear assumptions and driving arrangements of practices that reinforce representatives' trust, advance, and support the execution of well-being frameworks and practices in their association.

(Pilbeam et al., 2016) explored that Safety leadership is important and have a significant impact on safety among workers. This study inspects the safety culture and organisational leadership attestation by conducting systematic reviews of the accessible scholastic research papers on safety leadership. This study also observed that practice of leader about the safety and its outcomes. For the symmetrical review, this study selected 25 empirical research papers, mostly papers that measured the leaders with the help of generic sales such as MLQ and LMX.

This study concluded that safety culture in an organisation is has been barely characterized in the investigation, but safety has an extensive scope of exercises. While safety leadership may add to accomplishing different activities effectively, there is no empirical proof for this. Also, there is significant scrutiny of transformational and transactional leadership with the goal that the particularly wanted leadership practices are hazardous in the organisation. This study suggests that a more extensive conceptualization of safety consistency requires safety leadership to embrace 'plural' types of leadership. This study also notices the limited context range in which safety leadership has been experimentally examined and recommends different settings for examination. Finally, this study recommended an alternative process of investigating the safety leadership other than measures of leadership behavior.

(Cheung & Zhang, 2020) the examination has shown that security leadership is a solid indicator of safety culture and consequences in the organisation. It is indistinct what elements lead to safety leadership. This neglected region has prevented the advancement of powerful mediations from advancing safety leadership. This examination tends to the information hole by inspecting

how to work qualities and individual assets impact development leaders' commitment to safety leadership. This study used Job Demands-Resources (JD-R) model. An online study was circulated to all administrative representatives in an enormous U.S. development organisation; this study received about 383 substantial responses on the survey. The primary condition of investigation shows that work qualities (social help, work independence and hazard insight) and individual assets (mental capital) fundamentally add to safety explicit transformational leadership through work commitment. The mental health of the leader also matters for the performance. The ramifications of the current funding in regard to safety leadership research explained that development selection might be dependent upon different components, like environmental factors, hierarchical organisation and coordinated effort, slack resources, leadership styles, and advancement types. The result of this study is a line with (De Vries et al., 2016; Ohemeng, 2020).

(Dulaimi, 2021) explained that the capacity to adopt new items and administrations had convinced the United Arab Emirates (UAE) public authority to enter the worldwide race for greatness and shock the world with its famous development advancements. The vital challenge for the UAE is energising and empowering organisations in both public and private sectors and accepting development as the standard, and establishing a positive climate for best performance. In this specific circumstance, this study has analysed the components that can show a helpful advanced environment in an organisation and the actions that can be utilised to evaluate such an environment in the public and private sectors. This study collected that data from 101 respondents for examination. This study found that a good environment of the organisation is needed for its best performance, but this environment can get through the best and powerful abilities of the leader.

Following the worldwide flare-up of the COVID-19 pandemic, work is done being directed conventionally. This has made tension on organisations to move into a far-off method to keep away from serious interruption. The United Arab Emirates (UAE) has endeavoured to confront difficulties going with this emergency and investigate arrangements with its leadership's astute vision and consistent help. This paper inspects that the change of working methodology at the organisation is the most difficult in the UAE; this is the biggest challenge for the leaders to keep the employee working distantly during such basic conditions. This study concluded that the head of the department enlisted the skills that continue the work keeping the distance during this pandemic situation. This is the strategy of the leader to provide safety among the workers and continues the business (AlMarar et al., 2021).

The COVID-19 challenged every organisation to provide a safe environment to the workers by using the best leadership skills. In the United Arab Emirates (UAE), the shift from the regular actual work environment into virtual workspaces was continuous and arranged; this safe environment is needed for the safety and prosperity of employees. As indicated by (Federal Authority for Government Human Recourses, 2020), a distant work framework was first dispatched in the public area for an employee against COVID-19. This study explained that public authority takes a responsible step by using leadership skills and locking down the individuals in the home to keep them safe from this pandemic. (Benuyenah & Pandya, 2020) The framework was then extended to remember practically any remaining representatives for the public area like services, specialists, and government foundations. Administrative rules were all the while introduced for organisations in the private area. A limit of 30% of the labour force of every sector was allowed to be truly present in any workplace while keeping up cleanliness and physical separating.

Different representatives whose work didn't expect them to be present in the workplace were obliged to telecommute. Comparable precautionary measures in private foundations were similarly stressed. Similarly, an everyday cleansing system with a broad sterilization methodology was executed liable to develop the safety culture among the employee of the public and private sectors (Benuyenah & Pandya, 2020). Leadership in virtual conditions can be trying somewhat. The absence of connection typically gotten through face-to-face correspondence may influence numerous angles like responsibility, reaction time, feelings, and group coordinated effort. Leaders might be considered mindful by colleagues when mechanical devices can improve their presentation distantly. A leader can also confront the challenges of controlling and observing worker's movements when working is doing distantly and keeping away from lingering by representatives because of self-guideline failure and investing energy in non-work exercises at home, as detailed by (Wang et al., 2021). It is significant for leaders to comprehend the job of trust during distant work and perceive the variables that add it when virtual task delegation happens (Dangmei, 2016; Lukić & Vračar, 2018).

(AlMarar et al., 2021) clarified that Under the protection of the Institutional Licensing division, the service held its first virtual gathering toward the beginning of April 2020, in excess of 100 leaders of contrasting Higher Education Institutes (HEIs) had the option to talk about prescribed procedures in dealing with the effect of Coronavirus on the advanced education area. Partaking HIEs included Khalifa University, UAE University, Zayed University, the American University of Sharjah, Hamdan Bin Mohammed Smart University, and the Higher

Colleges of Technology. All of these organisations shared their encounters and practices in e-learning, the difficulties they had confronted, and how they had the option to conquer them due to safety for all students and staff.

(Akparep et al., 2019) explained the role of democratic leadership and the safety of the employee. This study demonstrated that the employee feels more involved in the project as democratic leadership help a lot to the employee to resolve the projects, making them bound to think innovatively about the final products. It is seen that the democratic leadership style prompts higher efficiency among a group of individuals. There are anyway a few drawbacks of democratic leadership. In some circumstances where jobs are hazy or time is of the substance, democratic leadership can lead to communication failures and uncompleted projects. Sometimes, bunch individuals might not have the essential information or mastery to settle on quality commitments to the dynamic interaction.

(Sadiq, 2020) examination of the role of transformational leaders for the safety culture in the oil and gas industry in the United States. This study collected that data from 8 specialists who blend leadership positions with information and comprehension of security and safety culture experts in the oil and gas industry in the United States. The two examination questions that predicated the investigation were: "How do leaders in the oil and gas industry, through their practices, make a work safety culture that anticipates actual injury or casualty occurrences? Furthermore, what leadership rehearses advance well-being execution in an oil and gas association?" By utilising the surveys, the specialists occupied three rounds of conversations on leadership activities that may impact safety culture. This study identified five leadership practice’s themes that may drive performance improvements in an organisation and establish a foundation for future research. The study concluded that driving safety improvements in an organisation requires a perfect blend of the experts' five themes ranked as most important. The study concludes that the oil and gas industry leaders and practitioners faced with safety performance challenges should apply a safety ecosystem approach to preclude incidents from occurring and improve safety performance within their businesses.

(AlMarar et al., 2021) explained the evaluation of leadership in the organisation. This investigation has establishments on numerous hypotheses identified with leadership, including social speculations, member hypotheses, situational leadership possibility hypotheses quality speculations, just as transformational leadership and transactional leadership speculations. This

study found that safety culture and leadership has a positive relationship with one another and assume a significant part in upgrading the efficiency of the association.

(Zaabi et al., 2018) evaluates the immediate and circuitous effect of leadership on employee trust, authoritative citizenship conduct, and gathering efficiency through the interceding job of different people with another place in the UAE. This examination is one of the extensive primary investigations in the financial area in the UAE to investigate the impacts of unqualified leadership on work results. This investigation applies a qualitative methodology, utilizing primary condition displaying (Ghasemzadeh et al.)with examining second designs (AMOS) 20 programming bundle to assess the effect of unqualified leadership on work results. The results show that weakness in leadership skills has a great relationship with employee trust, authoritative citizenship conduct, and organisation performance. This study concluded that for the best version of the organisation and employee, strong leadership is need. Good and strong leadership provide the employee with good and safe climate within the organisation.

(AlHashmi et al., 2019) researched the connection between leader-member exchange (LMX), perceived organisation support (POS) and turnover aim through the intervening impact of mental pressure in the police staff of the United Arab Emirates (UAE). A poll-based study was utilised to gather information from the police workforce (n=800) sent in various areas in UAE police offices. The structural equation modelling investigations were steady with the full and incomplete intervention models in which LMX and POS anticipate the turnover intention. This study concluded that leader-member exchange has no significant effect on the turnover intention of the police force. The leaders satisfy the subordinates with activities and skills. These actions and activities enhance the performance of the overall department.

The links between leadership and safety

Based on the critical literature review in this chapter, it has been evident that there is a significant link between the leadership and safety and this link impacts the implementation of occupational safety at workplace. In the following section, the researcher is further exploring this link.

Haga et al. (2021) investigated the association between leaders' power and workplace injuries and illnesses. They used an establishment-level dataset comprising 31,924 establishment-year observations between 2002 and 2011. their main result showed that employees at organisations with structurally powerful CEOs experience fewer workplace injuries and illnesses and days away from work. They suggested that the reason could be that CEOs derive a private benefit from low injury and illness rates and that powerful CEO are better at influencing employees to take workplace safety and health seriously. Additional analyses reveal fewer injuries and illnesses in firms led by CEOs with expertise power. However, increased injuries and illnesses were linked to firms controlled by CEOs with ownership power. Moreover, they found that structurally powerful CEOs mitigate injury and illness differences about geographical proximity to corporate headquarters. Their study has contributed to both research and practical implications on the topics of CEO power and corporate social responsibility (CSR) in general and workplace safety and health in particular.

There are numerous contemporary cases where companies with powerful leaders (CEOs) report abysmal safety and health figures. High-profile cases include former BP CEO Tony Hayward, former Tesla chair and current CEO Elon Musk, and Amazon chair and CEO Jef Bezos. Tony Hayward emphasized economic efficiency and cost control in a manner inconsistent with achieving an enduring safety and health culture (Amernic and Craig 2017). Subsequently, on April 20, 2010, the Deepwater Horizon exploded in the Gulf of Mexico, resulting in 13 casualties and the spillage of 4.9 million oil barrels. Tesla has received a considerable amount of negative press concerning its lacklustre injury and illness record, highly pressured workforce, and poor working environment (Wong 2018; Eidelson and Hull 2019; Ohnsman 2019).

Employees at Amazon warehouses have acted as whistle-blowers, organized work stoppages, and drawn attention to the company's unsafe work practices and injury and illness rates, which are reportedly three times higher than the national average for warehouses (Sainato 2020). Powerful leaders have also been acknowledged for decreasing work-related injuries and

illnesses. The late Alcoa chair and CEO Paul O'Neill, for example, emphasised the importance of workplace safety and health and devoted resources to decreasing workdays missed due to injuries and illnesses, claiming, "If you want to understand how Alcoa is doing, you need to look at our workplace safety figures" (Wagner 2019). CEO behaviours influence workplace safety and health (Barling et al. 2002; Mullen 2005; Kelloway et al. 2006; Tucker et al. 2016). The attitudes of top executives are vital to developing corporate social responsibility (CSR) (Fabrizi et al. 2014).

According to Haga et al. (2021), powerful CEOs are particularly interesting, since researchers in accounting, business ethics, finance, and management document that powerful CEOs behave differently than non-powerful CEOs (Adams et al. 2005; Tang et al. 2011; Muttakin et al. 2018; Chu et al. 2019). Even though the safety and health records of powerful CEOs have received considerable media attention, and CEO power has been thoroughly studied, systematic research has not been conducted on the association between CEO power and workplace safety and health. From an agency theory point of view, it is believed that CEOs aim to influence workplace safety and health to maximize their utility, for example, by making decisions regarding investment in equipment and training, employee workloads, and the firm's safety and health culture. Powerful CEOs have more influence over these decisions than non-powerful CEOs.

However, hypothesized relationships between firms with powerful CEOs and workplace injuries and illnesses could be negative (i.e., fewer injuries and illnesses) or positive (i.e., more injuries and conditions). They cited that Cronqvist et al. (2009) suggest that CEOs can derive utility by paying employees high wages since this creates a better work environment and more loyal employees. The authors assumed that CEOs might increase their utility by devoting resources to training and equipment, which leads to a low injury and illness frequency. In addition, apart from genuinely altruistic reasons, low rates of occupational injuries and illnesses may constitute private benefits for CEOs in a reputation-building sense (Barnea and Rubin 2010) and act as protection against takeovers (Pagano and Volpin 2005).

The process of utility maximization includes an ethical dimension. Ceteris paribus, actions that violate prospective moral norms are less valued than those that follow moral standards (Hirsh et al. 2018). Hence, powerful CEOs can derive private benefits from behaving ethically. Arguments for a positive relationship between CEO power and workplace injuries and illnesses rely on the perceptions of CEOs that investing in safety and health diverts resources from

shareholders, lowers productivity, and makes it harder to fulfil expectations. In general, powerful CEOs create more significant internal pressure to exceed earnings targets (Chu et al. 2019). Furthermore, firms that marginally beat analyst forecasts experience more significant workplace injuries and illnesses, an increase in employee workload, and abnormal decreases in discretionary expenses (Caskey and Ozel 2017).

This suggests that employee well-being is sacrificed owing to external pressure. Considering these arguments, it remains an empirical issue whether CEO power is negatively or positively associated with workplace injuries and illnesses. To measure the influence of CEO power on workplace injuries and illnesses, Haga et al. (2021), analysed a sample of 31,924 establishment-year observations from 2002 to 2011, with a dataset provided by the United States (U.S.) Occupational Safety and Health Administration (OSHA). In our main analyses, we measure CEO power with two firm-level measures. First, whether the CEO takes a dual role as chairperson or president. Second, by considering the CEO's pay proportional to the five highest-paid executives. These two measures capture the structural dimension of power (Finkelstein 1992). Aside from structural power, Finkelstein (1992) proposed that consideration should be given to ownership, expertise, and prestige power.

Thus, they continue to analyse the relationship between these power dimensions and workplace injuries and illnesses. We reason that expertise and prestige power would have a similar relationship with workplace injuries and illnesses as structural power. However, ownership power may have a different relationship, because ownership mitigates agency problems. We also examine the influence of geographical proximity to corporate headquarters since Cronqvist et al. (2009) and Landier et al. (2009) provide evidence that CEOs show favouritism towards employees in proximate establishments. If CEOs derive private benefits from having low injury and illness rates, the influence of powerful CEOs is likely to be stronger in an establishment that is closer to the corporate headquarters. Moreover, Abernethy et al. (2015) suggest that powerful CEOs can influence the design of their compensation contracts. Because injury and illness frequency can be a component in CEO compensation, this might affect the relationship we are studying. Thus, we investigate it in a final additional test. Our study has three main objectives. First, we aim to identify factors that affect workplace safety and health. This is an important topic considering human suffering. The economic and social costs are also substantial. The number of workdays missed due to injuries and illnesses is greater than the number of days missed due to industrial disputes (Wokutch 1990; OECD 2017; OSHA 2018).

Approximately 3.5 million workplace injuries occur each year in the U.S. at a more significant cost to society than the amount spent on all forms of cancer treatment (Leigh 2011). We also recognize workplace safety and health as an ethical issue based on Sparks and Hunt (1998, p 93), who states that "an ethical issue exists when a decision situation involves one or more alternative courses of action (including no action) that are differentially consistent or inconsistent with some formal or informal ethical rule, code, or norms". Indirectly causing accidents, bodily harm, and incurring socio-economic costs can be directly unethical (Kaptein 2008). While the drivers and mitigating factors of workplace safety and health have been studied comprehensively in other fields (Cantor 2008; Christian et al. 2009; Gyekye and Salminen 2009; Wu et al. 2017; Xia et al. 2017), the interaction between these factors and CEO characteristics remains largely unexplored. Previous business studies show that financially constrained firms (Cohn and Wardlaw 2016) and those that only marginally beat analyst forecasts are associated with higher rates of workplace injuries and illnesses (Caskey and Ozel 2017), while those that receive greater attention from analysts focus more on workplace safety and health (Bradley et al. 2019). Regarding firm efficiency, Wokutch (1990) argue that accidents cause disruptions to operations, and Choo and Grabowski (2018) show that a good safety and health climate reduces operational stoppages.

Second, they studied CEO power and its negative and positive aspects. Bebchuk and Fried (2004) and Morse et al. (2011) suggest that powerful CEOs, in contrast to non-powerful CEOs, have compensation contracts that are less aligned with shareholders' interests. Thus, powerful CEOs may be a liability to shareholders. However, they may be an asset to other stakeholders. For example, Cronqvist et al. (2009) show that entrenched CEOs pay higher wages to their employees. Our study aims to determine whether leaders use power responsibly and engage in ethical actions that are especially beneficial to a key group of stakeholders—the firm's employees. We use workplace injuries and illnesses to examine whether employees benefit from having a more powerful CEO. Third, they study is related to the broad business ethics literature on CEO power and engagement in CSR. Prior studies have primarily used aggregate measures of CSR engagement (e.g., using expert ratings from KLD Research and Analytics) and reached mixed conclusions about the relationship between CEO power and CSR (Jiraporn and Chintrakarn 2013; Fabrizi et al. 2014; Jizi et al. 2014; Li et al. 2016; Walls and Berrone 2017). We aim to extend this literature by examining the relationship between CEO power and a real component of CSR, workplace injuries and illnesses.

ZONE C (explained in chapter one)

The link between Organisational Culture and Organisational Safety

The concept of organisational culture is not new. Many studies, such as (Tian et al., 2018), explained the innovative influence of organisational culture on organisational performance. Some studies also elaborated on the relationship between organisational culture and its determinants. These determinants are essential to bring innovation in the organisational culture. Organisational culture is regularly used to portray shared corporate qualities that affect and motivate individuals' perspectives and conduct. Safety culture is a sub-aspect of organisational culture, which influences individuals' perspectives and conduct according to an association's continuous well-being and safety culture (Thurston & Glendon, 2018).

The culture is an important component of the organisation that authorizes the individuals to pioneer and make the administrative activities appreciated. It also connects the employee with the organisation and enables them for attaining opportunities and success within the organisation. Some empirical studies explain have a connection of Organisational culture that enhance the ability of employee in the context of educational sector (Ghasemzadeh et al., 2019) Within the education framework, the extent of organisational cultures that promote faculty organisations, similarly because the teaching and knowledge procedures, remains restricted.

The authenticity of recent concepts or innovations challenges make the standard or usual means of concluding teaching and learning activities among a schoolroom or faculty setting (Siti, 2019)even so, investigations on the construct of cultural innovation are studying among the education business (Roffeei et al., 2018)with relevant studies exploring the views of lecturers and therefore the teaching practices, the results of innovation in practices, the training culture among students and therefore the culture among the teaching team (Feixas et al., 2018). There are many aspects of organisational culture at the educational level, such as (beliefs, norms, and fundamental suppositions). This Organisational culture makes relations among all school members such as teachers, administrators, staff and parents very strong. The cultural influence shares and shapes the environment in the organisation that is essential for progress and success. (Fuad et al., 2020).

The organisation depends upon loyalty and customs, and these determinants are important for the high productivity of the workers and the organisation's long-term development. Along with loyalty and custom, morality and cohesion are the priority of the organisation for teamwork. These factors overall depend upon the leadership and organisational culture of the organisation. The organisation's culture established the goals, aim, and whole environment necessary for the

organisation's success. The leaders in organisation culture used to dive the entire system towards profit, good consequences, market mastery and productivity (Fuad et al., 2020).

According (Cherian et al., 2021), there are four main factors of organisational culture in the UAE (United Arab Emirates). These crucial factors are the behaviour of the employee, attitudes of employee, performance and productivity. Every particular organisation has exclusive culture, which forms the worker's perceptions to a great level. The better stability of the organisational approach keeps the firm target of goal achievement that makes the organisation successful. The main aim of this study was to explore the impact of a pervasive culture on the behaviour of a different group of workers. According to Cherian et al., 2021, The United Arab Emirates (UAE) is an emergent economy of different nationalities and ethnicities in its labour force. Every person of this country has their applicable national customs, kitchen histories, language and workability. Therefore, the organisation has to build a perfect and secure culture in which all these people can work effectively.

(Vick & Nagano, 2018) explained the culture in any organisation with the help of the organisational culture theory, which is the most crucial factor for the success of knowledge transfer in the context of the innovation of the academic project. The results show that cultural innovation in an organisation is essential for the multi-disciplinary team to promote cooperation in creativity and collaboration among its members, despite the restrictive aspects of the law. For a team with a culture of collaboration, innovation has been the key factor and enhances the team of fantastic ability, making ideas worth it. However, some of the team members lose the will, and the motivation to leave the bureaucratic infrastructure of the problem falls within the scope of the innovation. In addition, the effect of innovation can be a negative or a lack of commitment on the part of the company in the development and/or due to the confusion to co-operate.

(Sipe, 2019) in the organisation's research performance shows more values in organisational culture that support the process of innovation. These values include success, open-mindedness, flexibility, communication, competency, professionalism, cross-functional collaboration, accountability, and employee feedback. This study concluded that the risk of illegal activities could be controlled by increasing self-sufficiency and focusing on employee learning. However, most educational institutions have a high value of the 'red tape', which suggests that even if these institutions are to have strong leadership and innovation to the host, the illegal activities can adversely control and increase the organisation's creativity.

(Meissner & Shmatko, 2019) investigated the use of the employees' knowledge, skills, competencies and learning about the culture of innovation among the students. This study has noted several organisational cultural skills, including the professional skills and competencies instrumental skills and professional skills, Generic skills and experiences, communication skills, personal effectiveness and leadership qualities of the workers. This study concluded that these skill in the organisation is essential for the security, innovation, and maintaining the excellent culture of the organisation.

(Khan et al., 2020) have specified that the character of the government and organisational culture. The most important character of the government institution is supporting and safe of the organisation. This study elaborated that these characteristics are crucial to maintaining novelty and organisational performance in public sector educational institutes. While higher education institutions have prepared unlimited effort to endorse novelty, the feeble work activities from the government and organisation in supporting working culture have an important influence on the weak modernization culture. The government can be work as a leader. This study also explained that the government has not been re-observing the policies and sequencers realized to initiate the novelty of culture in its departments. (Zhang, 2018) explained that the maintenance is specified by the public sector and ministry of the country. This study elaborates that the major inspired leadership would foster the modernization in the organisation culture as sympathetic policies. For the provision of safety culture in the organisation, inspiring innovation accomplishments, the administration (leaders) performances are crucial.

(Tsegaye et al., 2019) explored the impact of culture and economic development on the inventiveness and productivity of eighty countries. This study is constructed on numerous areas such as finance, agriculture, economics, and instruction through the different agendas. The consequence of the study displays that the measurement of organisational culture and uniqueness of safety in the working environment has a durable and optimistic agenda for inspiration and modernization among these countries. The organisational culture also enhances the know-how of different cultures of people that collaborates to enhance the organisation's performance. The concept of a "culture of safety" has great importance, particularly in the previous literature that explained the safety culture in the organisation as the top priority. According to (Cooper 2000), a few elements are included to recognise leaders' high risk and liability for the organisation's activities. The safety culture also develops an environment in which workers have the right to report any complexity. In the current time period, there are

many organisations worldwide that show the increasing concentration in the perception of safety culture.

This safety culture considered important for decreasing the potential for large scale the accident and disasters that related with routine tasks. (Iedema & Carroll, 2011) explained that many researchers understand the importance of safety in the organisation and claiming that this culture is important for organisational progress. The organisational safety culture is not the result of a single strategy or a few strategies. But the organisational safety culture is grounded on the culture or value related to the safety system; this system is hard to comprehend and maintain for prolonged periods.

(Choe et al., 2020) examining differences in practices and safety at the inter-organisational level between the general contractor and the sub-contractor as well as t intra-organisational level between the main office and the construction site. Although, the organisation's head office is used to determine the safety in the project for performing the task set by the organisation. This study explains that safety measures are very important in the construction industry. This study collected the data from 341 general contractors and sub-contractors who work directly with the office and the construction site. For the data analysis, this study applied the chi-square test for one safety management. A two-way analysis of variance (ANOVA) has been used for the three different safety management and strategies. It was found that there is no statistically significant difference between the sub contactors and general contractors for safety management. Further results revealed that the perception of safety in work consistently proved that the headquarters of the average annual value is more than the area of the site, and the difference was statistically significant. In addition, the results of the variance ANOVA test found statistically significant interaction effects. The obtained results provide a rationale for the need for a more comprehensive and integrated approach to developing a strategy for managing the organisation's safety.

(Thurston & Glendon, 2018) explained that organisational safety is an important research subject of the psychology of the workers. The safety organisation strategies eliminate the various risks, which are likely to affect the psychosocial and physical aspects of the workers. This study has the relationship between organisational safety measures of psychological constructs in organisational identification (OID) and empowerment of employees. This study used job-related outcomes, risks, empowerment and OID as the predictors of safety, job abundance and non-attendance in the workplace. The data is collected from 205 managerial

employees from Australia the transportation and logistics organisations. This study found that a high level of employee involvement is important to ensure safety in the working place. This study provides the perception to further research on the relationship between the risks in the workplace and psychological variables such as safety, security, and organisational performance.

(Thurston & Glendon, 2018) explains the organisational safety culture in China. This study explained that the Chinese government believes that the safety regulation is an important factor in the accident to prevent it. The public sector has been controlling unwanted incidences over the past few years with the help of an external and effective manner. This study mainly measures how the supervisory safety procedure affects the regulation under the information irregularity by founding a signalling game model between government managers or leaders and planned corporations. This study explained that three safety strategies control accidents at working place. The analysis of this study explained that parting strategy equilibrium happens under the circumstance of low, predictable accident loss.

The Mixed strategy equilibrium performs in the case of average accident loss, and this study suggests that government managers or leaders should depend on both principles and experience in the present regulatory procedure in which the government follows the agreement but overlook the knowledge, competencies and experience of leaders. The third and final Semi-separation strategy equilibrium happens when the predicted damage of an accident is low; this equilibrium suggests that low-risk businesses with a small integer of accidents do not necessitate sundry safety protocols. Because unnecessary safety management can increase the cost of production of an organisation, in other words, it is prone to over control. This study also explained that the organisation's leaders should have complete information about the circumstance of the working place. Otherwise, the lack of information can affect the overall performance of the organisation.

(Rangachari & L Woods, 2020) made it clear that in the COVID-19 pandemic, the use of appropriate personal protective equipment (PPE) is necessary to combat the deadly virus for health care workers and the general population. These unique conditions have a greater cause of emotional stress and employee burnout. In this case, it is important for public health. The challenge is to maintain appropriate healthcare professionals in both the quantity (in sufficient quantity) and the quality (to maximize the doctor's resilience to provide safe care for patients and the employee under challenging circumstances. However, many health care organisations

(HCOs) of all countries have managed great strategies for the safety of organisations and workers. This study further explained that it is important for the NGO leaders to realize a clear picture of the psychological safety of the workers who are not properly reporting to the general mental disorders due to this pandemic. This study also explained that limited the organisation's resilience harms patient safety and the worker's performance during and after a pandemic. This study concluded that organisational safety culture is essential for the potential impact of a stoic approach to supporting health care professionals for patient safety and human resources.

(Oswald et al., 2020) explained the severity of the accidents and safety measures of the worker that have significant social, financial, reputational and legal consequences. Therefore, an organisation is expected to make best strategies for the safety that it appears to be a top priority for the construction organisations. However, evidence shows that safety is often lost in the construction industry when organisation compromises safety management. This study concluded that for the long-term project safety management is important for organisational performance.

(Mirzaei Aliabadi et al., 2020) Investigate the safety measures and analyse the human and organisational factors involved in an accident on the mining incidents and determine the relationships between these factors. The Human Factors Analysis and Classification system (HFACS) was fused with a Bayesian Network (B.N.) in the present study. To analyse the factors that contribute to the occurrence of accidents in the mining industry, the required data were collected for 295 cases of accidents in Iran mining incidents. For the data analysis, this study applied prior probability of contributing factors was computed using the expectation-maximization algorithm. In addition, a sensitivity analysis has been applied to determine which factor has greater impact on the unsafe activities to choose the best intervention strategies. The analysis showed that the error-based skills, repeated violations of environmental factors, and proposed unacceptable exploitation have a higher relative to the value of the counties. In addition, the sensitivity analysis showed that the environmental factors have failed to correct known problems, while on the staff of the factors showed higher exposure to safe activities. The results of this study can guide the promotion of organisational safety and health issues that are important to adopt for the policies to reduce mining accidents and protect the workers at the workplace.

(Schulman, 2020) explained the techniques for safety of organisation and their tasks in an association include safety programs for the association, because the standards of safety culture

shape administrative conduct and administrative behaviour. This study explained that safety projects can be organised into a model comprising three modules: safety culture, hierarchical construction, and safety strategies. These strategies have great importance for the organisational culture for providing organisational safety to the workers. (Al Mazrouei, Khalid, & Davidson, 2019) Clarified organisational safety culture is very important to stop the incidence in the organisation and keep the employee save from serious accidences. Over a couple of years, there have been many mishaps seen in the oil and gas industry globally. This study reported a subjective investigation of 30 representatives employed in the United Arab Emirates (UAE) oil and gas industry. Health, safety and Environment (HSE) culture is an idea that was concentrated in numerous studies. But this study is set to analyse that what is certain practices for the safety management in UAE's oil and gas industry. This study has established four important themes from the data collected from research participants.

These perceptions elaborate on how leadership safety behaviours, supervisory safety behaviours, safety culture and employee training on safety move for the worker's performance in the organisation. The study explained that safety culture presented that an employee is likely to positively observe safety in the organisation if workers believed that their role is important in confirming the safety process. Furthermore, results related to supervisory safety culture presented that the safety culture endorsed by a supervisor often set the standard for underlings' workers. All their subordinates' workers rated their impression and practice of safety culture. In the end, this study concluded that the important role played by safety leadership influences the achievement of safety tasks. Finally, it was highlighted that safety training inspired the employees with negative or indifferent attitudes towards safety to be more actively involved in safety matters in the organisation.

(Tan et al., 2019) explained the foundation of patient safety and quality in Asia, which constructing an organisational culture of patient safety. Since its dispatch in June 2017, the Sing Health Duke-NUS Institute for Patient Safety and Quality in Singapore has been dynamic is incorporating a bunch of broad endeavours in understanding safety and quality inside the Sing Health Duke-NUS Academic Medical Centre. Foundation for Patient Safety and Quality focuses on killing preventable mistakes and hurt and improving patient results by building and developing a solid patient safety culture. The board frameworks of safety require solid initiative, which focuses on safety management and operational objectives. This study elaborates that the safety of patients and employee requires a virtuous patient safety and quality environment. This study accepts that it is fundamental to promote the collaboration culture

while assembling the best environmental system to different contributing societies, including Speak up Culture, Reporting Culture, Learning Culture and Patient-Centric Culture. The leader of the organisation has major responsibilities for developing a safe environment. This study concluded that a good and safe environment is essential for the workers to enhance performance and capabilities; this is only possible by the influential organisational culture and organisation safety developed by the organisation's leader.

(Dickens et al., 2019) explained the mental safety of attendants in the health care centres. Organisational culture, including safety-related culture, is related to significant parts of health care quality. This study aims to analyse the connections between safety-related perspectives, actual medical care information, and traditional organisational culture among emotional safety of attendants. The second objective of this study is to advise medication choices to improve perspectives and care identified with extreme physiological deterioration among psychological wellness of medical health care workers in their organisation. This study selected cross-sectional data for 133 workers from the Local Health District in New South Wales, Australia. This study concluded that for the healthcare staff, there is a need to develop the organisational culture that provides organisational safety in the organisation.

(Dickens et al., 2019) uncovered that the individuals working in the organisation with the best market-arranged organisational culture and good management for safety are more prosperous than those working in that organisation with the weak structure of safety and organisational culture. This study also elaborates that the education of the people is also connected with safety mentalities. Therefore, this study shows a positive connection between organisational culture and organisational safety for the workers. The results of this study elaborate that workers in health centres used to work for a long time they need more attention for a suitable environment in which they can work properly. It is also suggested by the current study that the administration should develop an organisational culture that provides good safety and empowerment to the employee.

(Almklov et al., 2018) explained the social limits among organisations and associations can mean for cultural safety. Cultural safety is an issue that challenges institutional designs and requires coordination and cooperation among different agencies and groups toward different objectives. This study analyzed that there are three instances of collaboration effort issues and cultural generalizing: (1) between sectors (two organisations with various duties on a public level), (2) between administrative levels (the way to deal with hazard on a public level and

experts in country districts), and (3) between proficient gatherings (operational cops and all the more deliberately situated workforce).

Cultural differentiation is a significant logical factor in issues of joint effort and safety in the organization. Authoritative and proficient societies are made necessary where there is contact among groups through the process of generalizing. Cultural safety in organisations enhances the capabilities, training networks, and casual connections mixed with qualities, interests, and force. This study elaborates that these are bits of knowledge that are underplayed in research, strategy and practice on cultural safety. It is concluded that The organisational culture is essential, but it requires safety, which is a fundamental element for the organisation's success. These results are a line with (Al Mazrouei, Khalid, Davidson, et al., 2019)

ZONE D (explained in chapter one)

The links among the leadership, organisational culture and organisational safety

Leadership has a chief impact and connection with the organisation and employees. The Leaders decide standards, culture, and the variation in working place. The leaders inspire the workers within the organisation and shape the institutional systems, including their execution and adequacy. Charismatic leaders can effectively mobilize the workers. These types of leaders have an emotional impact on their followers. Their charismatic skill is validated through the observations of their followers Joshi (, 2020). The connection between the leader and workers cannot be neglected as the leaders provide a healthy environment to enhance their abilities. This is the important responsibility of the leaders to focus on procedure safety in an attempt to improve workplace safety in modern process industries (Almklov et al., 2018). However, progress in process safety research has been slow, owing to an inconsistent definition of "process safety." On the other hand, the Organisational Leadership and organisational culture are has a steady relation and the inspection of the character in their association has chief consequence for understanding their combined effects on organisational phenomenon (Berson et al., 2008; Hartnell, Kinicki, Schurer-Lambert et al. 2016) organisational culture and safety management are the two major paths by which leadership impacts safety performance.

Leadership in virtual conditions can affect organisational performance. The absence of connection of the leader can influence the organisation at numerous angles like responsibility, reaction time, feelings, and group coordinated effort. Leaders might be considered mindful by colleagues when mechanical devices can improve their presentation distantly. The leader can also confront the challenges of controlling and observing worker's movement when working

is doing distantly and keeping away from lingering by representatives because of self-guideline failure and investing energy in non-work exercises at home, as detailed by (Wang et al., 2021). It is significant for leaders to comprehend the job of trust during distant work and perceive the variables that add it when virtual task delegation happens (Dangmei, 2016; Lukić & Vračar, 2018)

(AlMarar et al., 2021). organisational safety is based on the culture, or value-based safety system is hard to realize and maintain for prolonged periods (Hansen, 2000); at this time, the leader is an entity that makes the decision, make rules and execute it in the organisation (Nanjunde swaraswamy and Swamy, 2014). The workers' safety to the relationship among the behaviour and actions of leadership, safety communication in the organisation and presentation in the organisation are related to the leadership that makes the organisation best working place (Natalie et al. 2015).

Regarding to the relations between the organisational safety and organisational culture are important for the worker, because it is empirically proved that the individuals who are working the organisation has best market-arranged organisational culture and have good management for the safety, are more prosperous than those workers who are working in that organisation which has weak structure of safety and organisational culture (Dickens et al., 2019).

It is also important that leadership safety behaviours, supervisory safety behaviours, safety culture and employee training enhance the move for the workers' performance in the organisation. The organisational safety and organisational culture presented that an employee is likely to positively observe safety if workers believe that their role is important in confirming the safety process. Furthermore, the supervisory safety culture presented that the safety culture endorsed by a supervisor often set the standard for underlings' workers. All their subordinates workers rated their impression and practice of safety culture. In the end, it can be concluded that the important role played by leadership influences the achievement of safety tasks (Al Mazrouei, Khalid, & Davidson, 2019).

The Context Makes Differences: The UAE Context

Western and Arab business sectors operating in different fields share common interests such as retail marketing, finance, and accounting. Nevertheless, Western practices in human resources have expanded and advanced, while Arab management practices are stagnant in their infant stages. To elaborate on this point, we will explore developments in the most powerful economies in the MENA region – the Gulf Council Countries. The Gulf Council Countries

(GCC) population has increased more than nine-fold during the past 60 years – from 4 million in 1950 to 46 million in 2011 (GCC, 2011) – which constitutes one of the highest population growths in the world. This growth has been caused not by a natural escalation of the indigenous people of the Arab Gulf States but by the influx of expatriates. More than 12 million foreign workers are found in the Gulf Council Countries (GCC), and in UAE alone, 90 per cent of the workforce in 2006 was foreign (IMF, 2011). The difference between workforce management decisions in the Arab states and Western Europe is that in the Arab gulf states, foreign workers are hired both in high-status jobs as professional employees and in low-status jobs, while in Western Europe, foreign workers are acquired mainly for low-status jobs. The Arab leaders working in the GCC should realise that this proliferation of expatriates in their countries can be used to competitive advantage for GCC economies. Treating expatriates as pure labour and enacting laws to minimise the number of expatriate employees, such as Saudization and Emiratization, will lead to declining expatriate productivity and efficiency. The reason expatriates will lose interest and become inefficient workers is that they feel their job security is under threat and believe they will hit a glass ceiling and never hold leadership titles, which are reserved for nationals and protected by government legislation. Expatriates working in the Arab gulf will also feel demotivated by fear of losing their jobs and pensions.

To clarify the preceding information, we need to express the nexus between the Middle East cluster and their leadership behaviour. Figure 2, shows Middle East leadership practices in the business field: Arab leadership style emphasizes the safety and security of the leader and the group (Self-Protective Leadership), and in addition, Arab leaders should be passionate, generous, and sensitive towards their followers (Human-Oriented Leadership). Arab leaders also prefer to be independent, autonomous and portrayed as a unique symbol (Autonomous Leadership). Conversely, they find the other three leadership behaviours as less influential for effective leadership behaviour (House et al., 2004)

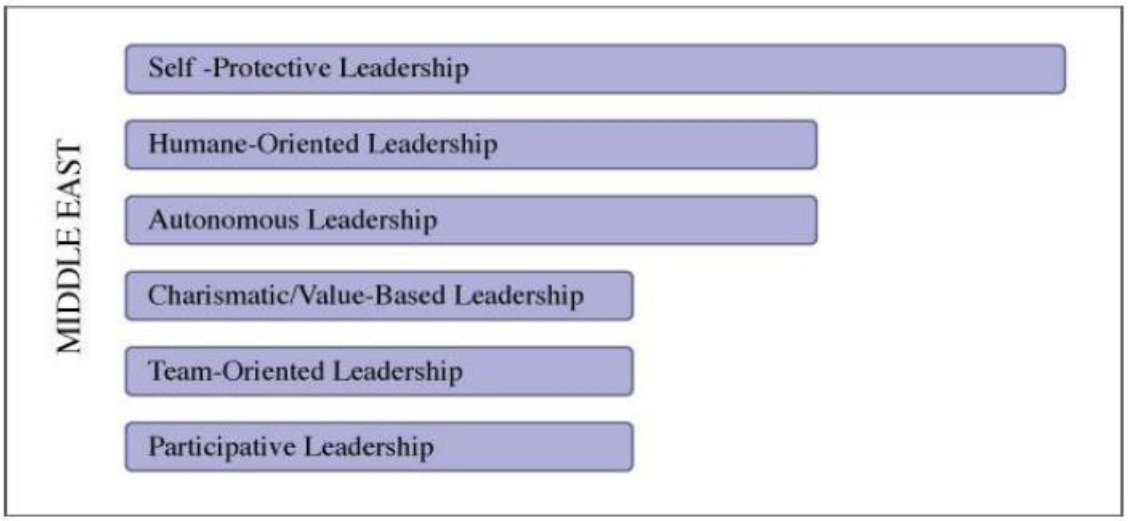


Figure 14: Middle East Leadership Behaviour

Adapted from House et al., cited in Zaraket and (Halwai (2017)

Protecting the manager's position when it stems from self-protective leadership may indicate a deficiency in a performance appraisal system. According to human resource strategy, recruitment, training, performance appraisal and other human resource activities should be synchronised to achieve the strategic goals stated by both the vision and the mission statement. Nevertheless, the detrimental factor arises, for example, when after being hired, the chosen candidate is working in the company according to the promised career development pathway. Still, the managers/leaders refuse to give up their positions. This interferes with the whole structured performance appraisal system, where employees must be groomed to hold higher managerial positions.

Zaraket and Halawi (2017) argued that Arab organisations should rejuvenate their organisational culture by eliminating the employees' seclusion and reinventing employee engagement. Employee incentives are not the only motivator of satisfactory performance. Nevertheless, workplace incentives can ignite employees' exuberance, examples of incentives being employee engagement, job rotation, and training programs. Companies must remain dedicated to recruiting, hiring, and knowledgeable training workers with special aptitudes that meet the organisation's knowledge-sharing and learning culture. Alshamsi (2016) argued that Leadership has existed in various forms for as long as there have been people to lead. It is an elusive attribute of an individual that, when properly carried out, leads to the success of any organisation (Yuki, 2012). Not only does leadership differ between people, in fact Chaudhary (2013) states that leadership styles are also different globally. With the growth and

modernisation of the Middle East, traditional tribal leadership in developing and emerging countries has drastically changed, adapting to some western influences as well as a change in generational approach to leadership. A current trend in the literature has emphasised the importance of leadership as the backbone of organisations in pointing towards direction and vision (Suriyamurthi, Velvan & Rradhiga, 2013).

In addition, global studies have added that with leadership comes the ability to exercise control over others. Many researchers, such as Jamsari, et. al., (2012) explain that when a leader processes the ability to combine their influence and control, they can guide others to perform activities or tasks thus fulfilling the objectives that allow them to successfully reach a goal that is beneficial to all. (Gerber, Nel & Van Dyk, 1996). A recent study conducted by the Hay Group (2010) showed that leaders in the Middle East are not creating the most effective climate for organisational success. They analysed more than 500 leaders and 2000 of their direct reports, finding that as little as 16 per cent of those leaders has created a high-performance climate, the other 62 per cent appear to be harming the climate of their reports. The results suggest that there is clearly an overreliance on command-and-control style leadership; 70 per cent of leaders in Middle Eastern leaders are using this as their dominant style. A high-performance climate is created. Only 3.5 per cent of the time, leaders exclusively use this coercive style. The basis of the research was a gap analysis between what employees were experiencing day to day and an ideal working climate. It was found that there are considerable reserves of efficiency and productivity in Middle Eastern organisations that they are yet to get from their employees.

Research conducted by Bersin (cited by Deloitte, 2012) found that Middle Eastern countries are viewed as patriarchal, and the decision-making process is slower and often dictated from above. Distributed leadership is preferred with similarities and differences between distributed leadership and the related concepts, which include ‘collective’, ‘emergent’, ‘democratic’, ‘shared’ and ‘collaborative’ leadership. In recent times, distributed leadership has become popular as an alternative model of leadership and primarily has attributes and behaviours of individual ‘leaders’ (e.g. trait, situational, style and transformational theories (Abdul Wahab, et. al., 2013). The approach of distributed leadership is for a more systematic perspective. Leadership responsibilities are disassociated from traditional and formal organisational roles; more over the influence and actions of individuals at all levels are recognised as integral to the general direction and functioning of the organisation (Bolden, 2012). This practice encourages a change in focus to the shared activities and functions of actual leadership rather than the characteristics and traits of the individual leader. To achieve a common goal, leaders have a

vision which is not only in the best interest of their organisation, but also for their employees. Leaders should motivate their employees to amalgamate their own individual objectives in order to perform better as a team and be more productive. Leaders must not only influence their employees to encourage them to do better, but also constantly strive to maintain and sustain high-performance levels (Brearley, 2013). For peak productivity and performance, leaders constantly encourage creativity and innovation amongst their employees to create new ideas for their day-to-day tasks or further up the pyramid at a tactical, operational or strategic level. Naturally, this also comes with the need to sustain momentum by constantly motivating employees to perform at their best. Based on the aforementioned discussion, leadership, as a new concept for any organisation aiming for success in the Middle East, is continually changing.

Middle Eastern Societies have not reached the same level of modernization that European and American societies acquired. However, the United Arab Emirates (UAE) poses an interesting question in that perhaps the "modern" western approach to successful leadership style is different in the UAE. The question is how leadership creates sustainable employee empowerment and engagement? Different people have various ways of dealing with other people in different circumstances. Although every individual is unique by their personality, values and beliefs, leadership in Abu Dhabi Police (ADP) in UAE is closely related to skills, culture and communication. Not every person in a leadership role possesses the necessary skills to be eligible to lead his/her organisation.

Limbare (2012) and Boseman (2008) identified that leadership is the ability to sway and influence a team of people to reach one common goal. He/she will stand out as a leader if they have a unique style and vision. Based on the work of Bennis and Nanus (1985), an effective leader is one that uses their vision and style to transform their beliefs into actions and reality. Although many theories of leadership address improving the organisational environment and leaders' efficiency, most of those theories agree that understanding leadership can increase employees' productivity. Some examples of those theories are traits theory, motivation theory, and contingency theory (Stogdill, 1948; McClelland, 1965; Fiedler, 1948, cited by Papalexandir & Galanak, 2009). Some studies strongly recommend focusing on leadership as a key of success for any organisation by stating that" Such leaders transform the values, needs, preferences and aspirations of followers from self-interests to collective interests.

At the same time, they cause high commitment of the followers to the leader's mission so that they perform above and beyond the call of duty" (House & Shamir, 1993, p. 577). Furthermore, new studies such as (Mullins, 2007) state that there is a significant difference between people who lead organisations and managers in terms of guiding and directing the employees to achieve the organisation's targets. Although there are many managers, few are real leaders. For example, many managers will be rated as good and some as great. But the question reveals on how to differentiate between both? In leadership style there are different themes such as directing, selling, participating, and delegating which will be discussed in the following chapters. Also, there are two other approaches that leader's use.

First, is consideration (employee orientation), in which leaders are particularly concerned about the human needs of their employees. They provide psychological support and help their employees with their problems, this building teamwork. Second, structure (task orientation) in which leaders aim to achieve results. They consistently keep their employees busy and urge them to produce. Having explained leadership, the term leadership style and how it can affect the productivity of the employees and their empowerment as a part of involving them to do their job effectively will be studied as well in this research (Mullins, 2007).

Leaders have an individual change signature that characterises their leadership style, with communications as a core component of that signature. A leader's inability or failure to communicate often properly leads to an inability to collaborate, in turn leading to a failure to execute. It may also lead to a lack of respect, poor performance and loss of credibility and integrity with employees and customers. Effective communication from the bottom up is equally important to top-down communication. This offers an insight into a conversation-powered leadership model that demonstrates how the more trusted and effective leaders successfully adaption face-to-face conversation principles so as to find a different form of organisational conversation. Drawing on the experience of leaders from a diverse selection of organisations from around the world offers insight into the global perspective of leadership communication. How this is done in the UAE environment and particularly as the ADP organisation its modernisation efforts is important in this study.

Further, a new generation of leaders and employees look at leadership styles and empowerment and engagement of employees from many different viewpoints, not just from the literature and research that focuses on benchmarking with other western methodologies. As leaders make greater use of workplace knowledge and increase the focus on employee engagement current

leadership frameworks will no longer be applicable. They will need to adapt to changes in perspective and practice. How this will impact traditional leadership models in the ADP against emerging leadership theories and the motivational leadership styles will be reviewed. A conceptual link between meeting and understanding employee needs, the use of emotional intelligence as a leadership competency, and transformational leadership is examined. (Shuck & Herd, 2012).

In her observation of leadership for almost 20 years, Debbie (2003) observed that leaders' charisma could inspire loyalty and respect between top management and its people because studying leader's attitude and behaviours may enhance the relationship between top management and its employees. Researching the leadership style will not only help the organisation to maintain and improve its competitive edge but also by empowering people, hidden walls between top management and employees can be eliminated. Moreover, improving the environment and the performance of any organisation depends on the relationship between leaders and employees (Jagersma, 2009). In many organisations in the region of UAE such as ADP, there is a significant lack of identifying the differences in leadership and its styles. Adapting and activating leadership styles has some particular problems in some workforces but not in others. This organisation has a serious lack of qualified leadership, particularly at the managerial level. How can leaders who work in the ADP with a military hierarchal structure influence their employees and empower them to do their work effectively and efficiently?

The only stated research about leadership and empowerment of employees in Gulf countries was referenced by Badaway (2001) when he showed similarities and differences in leadership between Western and Middle Eastern countries. He listed the following issues about leadership in the Middle East:

1. There is no difference between Middle Eastern and Western leadership styles.
2. Western management practices of leadership are popular in Gulf countries and used in the same way because of their relationship in business, as well as the increasing of education attainment.
3. The UAE were a most prosperous country in changing organisational culture, technology, education, and management responsibility for decision-making.
4. Participative leadership style seems to be preferred among young middle and highly-educated managers in the Gulf countries.

Leadership has traditionally been about long-term organisational change (Graen & Cashman, 1975, cited by Oshagbemi & Gill, 2004). However, recent studies by Thomas, Zolin, and Hartman (2009) examined the relationship between leaders and their employees in terms of communication and trust and found that the quality of communication can measure the relation between employees and their managers. Another study has reported that communication can be represented as the heart of the organisation because of its influence on resources like, time, manpower and leaders (Conger & Riggio, 2007). Surveys or questionnaires about leadership always ask who the leader is. Most of the answers are "the manager" or "the boss". People in that organisation still need more information about the difference between managers and leaders. For example, can any manager be a leader? What is an effective leader? (Greenberg, 2008, p. 506). The world leader has different meanings. The definition depends on the researcher's knowledge or culture or even any related factor that depends on an organisation's policy, culture, attitude, and philosophy. Many researchers confirmed the previous claim about having different definitions for leadership by saying, "Researchers usually define leadership according to their perspectives and the aspect of the phenomenon of most interest to them" (Yukl, 2006, p. 2).

However, Balasubramanian (2007) states that leadership is about change management, so leaders must focus on changing the work environment, inspiring, and empowering their employees with regular feedback, rewards, and exchanging ideas. He defines leadership as the process of influencing others. So, the concept of leadership can be defined as the process whereby an individual influences another individual or group of individuals toward achieving a goal. As such, leadership requires developing a set of qualities that causes a person to follow. On the other hand, other researchers define leadership as "…the process of making sense of what people are doing together so that people will understand and be committed" (Darth & Palus, 1994, p. 4). Although this definition is from an old study, it is the most suitable one for this research because it explains leadership in terms of the relation between employees and managers. Furthermore, the previous definitions imply that there are two parties in the leadership process. The first party is the leader, which is an individual who is responsible for leading followers towards accomplishing a shared vision. The second party is the follower, which is an individual who subscribes to the direction and guidance of a leader. According to Jones (2010), employees need to be engaged in the organisation's work. However, leaders can ensure this engagement by respecting employees' behaviour, values and beliefs; otherwise, they cannot be inspired nor empowered. Some researchers support the previous author's claims

by stating that effective leaders must be able to inspire and motivate the people within the organisation by" … understanding workers, including both their individual needs and their personal beliefs" (Goetsch & Davis, 2010, p. 182).

In the same vein, leadership is an interaction among team members, whereas the word leader could take place in each individual as a great man or woman who has the knowledge and power to make a big or great difference in taking decisions while the organisation faces a management crisis. More importantly, leadership can be measured by the capability of employees to achieve the aims of the organisation. One of Deming's points, cited by (Roberts & Sergesketter, 1993) is that leadership is more about helping people within the organisation to achieve its targets. Because leaders have different characteristics, most researchers claim that leadership style can affect employees' performance, creativity, motivation, inspiration, encouragement, quality, satisfaction, and flexibility. Therefore, employees need to have effective leaders. (Likhitwonnawut, 1996, cited by Limsila & Ogunlana, 2008). In addition, it has been reported (Yu & Miller, 2005) that because of the difference in qualifications and the experience of the employees nowadays, leadership styles such as, supportive leadership style should be suitable towards the employees to achieve the organisation's strategic aims.

It is believed that the ADP needs a leadership style that encourages and motivates employees to work towards these aims to put their efforts towards its strategy. As a result, leaders must be a role models for their employees that can enhance the communication, individual needs, value and culture for their organisation. At this point the strategic vision and mission of the organisation will be achieved (Tummala & Tang, 1996). While leadership and its style is about supporting, empowering, motivating and engaging employees within the organisation, the appropriate style should be in place. Based on (Al-swaidi, Nawawi & Al-Hosam, 2012, p. 135) "…if the employee is provided high support from the superior, he/ she will have high level of self-efficacy and psychological empowerment." Shurk and Herb (2012) define empowerment as a process that energises and expands one's feeling of trust in and control in their organisation; this leads to enhanced performance and self-sufficiency. When a leader is considerate of their leadership style, they perform better and are found to have greater job satisfaction.

According to Goetsch & Davis (2010) empowerment and engagement of employees might enhance the communication and competitiveness of the organisation by empowering employees to make decisions and create new processes. However, based on the previous

authors that employee empowerment could take many forms or can be implemented in different ways such as create new processes, given the employee responsibility, and making decisions through good communication. Employee empowerment is not only getting people to do what you would like them to do, but more importantly is the way or methods to achieve its two ends: operating and improving an organisation. Cakar and Erturk (2010) claimed that the concept of empowerment has become increasingly popular in the management field over the last decade. In addition, there is a link between leadership style and empowerment since leadership focuses on empowering employees through the delegation of decision-making and providing increased access to information and resources to individuals, even at the lower levels of the organisation.

Furthermore, as an experience, it is believed that four issues can be considered as critical points in a work environment that can affect empowering the employees to make decisions in the ADP organisation. These critical points are; job performance, teamwork, communications skills and motivation. From the gaps identified in the above pre-literature review summary, it can be confirmed that the aims and objectives set are appropriate for the research that will be carried out.

Why workplace Safety is critical.

In their recent study, Dai et a; (2022) stated that the impact of workplace safety accidents on firm value remains unexplored. They used a dataset of 249 workplace safety accidents that occurred between 2007 and 2020 in Chinese firms; it was found that workplace safety accidents result in a significant average drop of 2.5% of firm value (over $80 million) within 10 trading days. Firms with superior employee treatment will suffer lower financial market penalties, confirming the insurance effect of CSR activities. The moderating effect is also present in the overall CSR as well as in the stakeholder-related CSR dimensions. In addition, firms with workplace safety accidents will experience a greater decline in employee productivity and market valuation. Overall, the findings emphasize the important role played by workplace safety and employee treatment for firm value and can provide policy implications for the government, regulators, and corporate managers in emerging markets.

Ibid, continued that argument that with increasing values attached to human capital, and considering employees are one of the most valuable assets, meeting and maintaining high workplace safety standards are becoming increasingly important. Firms choose the optimal level of workplace safety investments by balancing their marginal costs and benefits (Filer and Golbe, 2003). The costs of safety-related activities include direct expenditures invested on

tangible assets with better safety features as well as activities that impact safety, such as safety training, supervision, and cultivating a safety culture (Cohn and Wardlaw, 2016). Correspondingly, the benefits of increased safety may include reduced accidents costs, such as a decrease in the level of damages for injured workers and penalties for regulators, as well as lower wages when assuming firms with hazardous workplace conditions should pay quality-of-life compensation premiums to attract same-quality employees (Filer and Golbe, 2003; Deng and Gao, 2013).

If the benefits of workplace safety investments exceed the costs, firms will engage in improving safety. Otherwise, firms are incentivised to compromise the safety of the work environment, which may lead to workplace accidents and a physical cost to employees with pain, injury, disability, and even in extreme cases, death (Caskey and Ozel, 2017). Many substandard working conditions have turned into major workplace safety accidents or even national crises across a range of Chinese industries. For example, huge explosions in China's Tianjin Port in 2015 resulted from the illegal storage of large numbers of hazardous chemicals at the station, which killed over 170 citizens, injured hundreds of people in the surrounding residential area, and resulted in an estimated 9 billion dollars of losses in the supply chain disruption.

Companies such as Alibaba emphasise safety in the workplace in their code of ethics.2 China subsequently passed a new Workplace Safety Law in 2014, which imposed significantly harsher penalties on firms and enhanced the supervisory power of occupational safety watchdogs and local governments. Thus, companies and government officials are paying greater attention to workplace safety. Workplace safety accidents are negative and unexpected events that significantly affect associated firms and employees. On the one hand, they directly affect firm performance by disturbing the production schedule, damaging fixed assets, inventories, raw materials, and finished products, and imposing penalties, lawsuits, and health insurance costs on accident firms (Capelle-Blancard and Laguna, 2010; Cohn and Wardlaw, 2016). On the other hand, employees injured on the job and their families are subjected to unavoidable health deterioration, a decline in their practical skills, and lower current income, which may lead to a long-term reduction in wealth and consumption (Galizzi and Zagorsky, 2009).

Overall, this may lead to lower job satisfaction and, thus, an increase in employee resignations (Caskey and Ozel, 2017). Although there are several ways to evaluate the real effects of workplace safety accidents, the stock market value of the accident firms could provide essential

information; currently, this avenue of thought is not given enough attention. The academic attention given to workplace safety accidents has generally focused on individual workers, and the negative outcomes for the economy as a whole (Danna and Griffin, 1999). Only a few studies have investigated the issues from the perspective of firms. So, the empirical evidence often concentrates on particular large-scale catastrophes, or within specific industries, such as gas leaks, oil spills, nuclear accidents, petrochemical explosions, and aviation accidents (Herbst et al., 1996; Hill and Schneeweis, 1983; Capelle-Blancard and Laguna, 2010; Lee and Garza-Gomez, 2012; Ho et al., 2013; Mama and Bassen, 2013).

Workplace safety accidents inevitably hamper employee well-being. Additionally, employee relations are regarded as one of the most important stakeholder relationships affecting a firm's value-enhancing (Jiao, 2010; Amin et al., 2021), stock returns (Faleye and Trahan, 2011; Edmans, 2011, 2012; Green et al., 2019), capital structure (Bae et al., 2011; Verwijmeren and Derwall., 2010), productivity (Krekel et al., 2019) and innovation output (Chen et al., 2016; Mao and Weathers, 2019).

Amin et al. (2021) find that workplace accidents negatively affect firm performance. Kabir et al. (2018) examines the impact of negative workplace safety announcements on firm performance using 227 events between 1970 and 2010 in U.S. public companies. They find that negative workplace safety events can deeply impact a firm’s financial performance, and the magnitude of the impact is much greater today. Gregory et al. (2014) find that markets would positively value most aspects of CSR, and high CSR firms could have a higher expected growth rate in their abnormal earnings. Thus, we consider that a plausible link appears to exist between workplace safety accidents and firm value.

Dai et al. (2022) documented findings that investors respond significantly negatively to workplace safety accidents, and firms with superior ex-ante employee treatment or other stakeholder-related CSR will suffer fewer financial market penalties in response to unexpected and adverse events. Therefore, we provide evidence that workplace safety is a crucial factor attached to stock performance. Firms with higher employee well-being or stakeholder benefit will enjoy more insurance-like protection on firm valuation when trust in firms has largely eroded. This paper offers important policy implications. Given that workplace safety accidents would be penalised by financial markets and result in substantial losses, the government and supervisors should enact stricter laws and regulations on labour safety and strengthen monitoring intensity to ensure workplace safety.

Human capital is one of the most important factors determining a firm's competitive success; it may improve the workforce's quality of life, promote a firm's long-term development, and reduce unexpected fluctuations in equity. We also provide another way for the Chinese government and firms to prevent the occurrence of negative consequences by improving firm CSR engagement. Participating in CSR activities for listed firms provides insurance-like benefits during abnormal times; managers can even employ CSR as a potential risk management tool for creating value for shareholders (Shiu and Yang, 2017) when implementing strategic business management. Other than China, we are also interested in studying developing countries where workplace safety is also a severe issue, and we expect to conduct further analyses concerning the well-being of employees.

Implications of Covid-19

Although this study did not intend to lend itself to cover the pandemic, however, like other studies pursued during these difficult times, Covid-19 have had impacted the study on two fronts first, the level of responsiveness, presence and availability of the informants and second, the safety implications which hits directly on the central research element in this study. Hence the research deemed it useful to shed light from a literature perspective on Covid-19 implications. One of the comprehensive studies the researcher came across is Vu et al. (2022), where they argued that COVID-19 has had adverse social, economic, and human consequences (International Labor Organisation, 2020), causing anxiety, fear, and stress in individuals.

Unlike previous pandemics, such as Ebola or severe acute respiratory syndrome (SARS), COVID-19 is asymptomatic and has a high mortality rate. When faced with a disaster causing many deaths, workers become more appreciative of life and adopt more prosocial behaviours toward society and coworkers (Li et al., 2021). COVID-19 is also a more chronic episode that will trigger relatively long-term impacts on employee attitudes and behaviour and “cool,” enduring changes to the intrinsic values of individuals, compared with acute cases (e.g., terrorist attacks) that often cause “hot,” relatively short-term impacts (Grant & Wade-Benzoni, 2009; Li et al., 2021). Health risk perceptions express how people perceive risks and are an essential component of protective behaviour (Renner & Schupp, 2011).

People’s awareness of a disease like COVID-19 can affect their psychology and behaviours (Ruiz-Frutos et al., 2021; Trougakos et al., 2020). While previous studies have mainly focused on the impact of commitment to human resource management (HRM) on employee psychology during COVID-19 (Chang et al., 2021) and the strength (i.e., criticality, disruption, and

novelty) of COVID-19 on employee job insecurity and outcomes (Lin et al., 2021), this research deals with the effect of perceived health risks on employees during this global health crisis, which is a black box that needs to be explored. According to the conservation of resources (COR) theory, people can burn out if they feel their resources are threatened or lost, such as their health, job, or working conditions (Hobfoll, 1989). Employees concerned about risks rather than job-related duties may suffer from burnout during COVID-19 (H. Chen & Eyoun, 2021; Vo-Thanh et al., 2021b).

The job demands-resources (JD–R) model also suggests that high work-related physical and mental efforts can lead to burnout (Bakker et al., 2004). According to this model, the perceived health risks of COVID-19 (CV19PHR), a kind of job demand, could cause burnout, resulting in reduced job performance (JP). Previous research has shown that workplace health risk perceptions affect burnout and JP (Jones et al., 2016; Lee, 2021). In high-risk industries like healthcare, construction, and manufacturing, employees face high risks of occupational diseases and accidents (S.-C. Chen & Chen, 2018; Leiter, 2005). There is also limited research on the impact of pandemic health risks (e.g., COVID-19) on employee burnout and JP (H. Chen & Eyoun, 2021; Majeed et al., 2020; Vo-Thanh et al., 2021a). Context also affects individual and organisational behaviours (Johns, 2006, 2018; Mowday & Sutton, 1993).

Thus, better contextualisation of research is needed to raise the relevance of scientific work to organisational operations (Johns, 2006). The ability to capture unexpected or novel elements (Johns, 2018) and distinctive, unique, special, or rare environments is also justified (Rousseau & Fried, 2001). For example, organisational theory assumptions may not adequately explain the new contexts (Ashford et al., 2007). Despite its importance, scholars rarely study the impact of context on individual and organisational behaviours (Johns, 2006, 2018). While determining context cue sensitivity and context formation is important (Johns, 2018), academic research should examine institutional and contextual factors (e.g., COVID-19 as a specific and sensitive context).

Humans have learned from past crises that workplaces are ideal for containing outbreaks (International Labour Organisation, 2020). Employers and employees can work together to improve workplace safety and protect employee health (Wachter & Yorio, 2014). According to the JD–R model, workplace safety practices (WSPs) are job resources that can help reduce employees' burnout and enhance their JP (Bakker et al., 2004; Dlouhy & Casper, 2021). During COVID-19, WSPs can aid in the reduction of mental health issues among employees by

diminishing the perceived fear of an external risk and increasing feelings of psychological safety, resulting in reduced avoidance coping behaviour and improved JP (Lee, 2021; Sasaki et al., 2020; Vu et al., 2022; Yuan et al., 2021). However, we have very little understanding of the effect of perceived workplace safety practices (PWSPs) on employee burnout and JP during COVID-19 from an HRM perspective and the JD–R model lens (Sasaki et al., 2020; Yuan et al., 2021).

Mindfulness is described as paying attention in a particular way, intentionally, at the moment, and nonjudgmentally (Brown & Ryan, 2003). During COVID-19, mindfulness has played a pivotal role in protecting people from mental health issues (Conversano et al., 2020) and has improved employee engagement in job tasks and JP (Toniolo Barrios & Pitt, 2021). According to the JD–R model and COR theory, mindfulness, which is considered a personal resource, could mitigate the impacts of job demands (e.g., CV19PHR) on employee burnout and JP (Bakker & Demerouti, 2007; H. Chen & Eyoun, 2021; Janssen et al., 2020). In addition, growing evidence associates mindfulness with work-related outcomes and physical and psychological disorders (Barker, 2014; Ngo et al., 2020).

However, there is minimal research investigating the moderating role of mindfulness in the impact of perceived health risks and PWSPs associated with a global health crisis on burnout and JP (H. Chen & Eyoun, 2021; Janssen et al., 2020). This study will offer several contributions. First, it advances our understanding of how employees' perceptions of health risks and WSPs affect their outcomes in COVID-19. Since more research on context cue sensitivity is needed (e.g., COVID-19 as a specific and sensitive context), this study addresses the recent calls by Ererdi et al. (2021) and Mihalache and Mihalache (2021) for more research on HRM and employee psychological and work-related outcomes during COVID-19.

Second, this study supports the COR theory and JD–R model in understanding the impacts of perceived health risks on employees and the role of job-related resources like PWSPs and mindfulness during a crisis. While these theories have been applied in the “normal” context (Bakker & Demerouti, 2007; Maslach & Leiter, 2017), in this study, their boundaries are extended to the highly uncertain context of a global pandemic (i.e., COVID-19). Third, this study advances the knowledge of the impact of CV19PHR from an individual perspective and of PWSPs from an HRM perspective on employee burnout and JP. These different approaches could provide an overview of the impact of pandemics on employee burnout and JP. It confirms the relevance of the COR theory and JD–R model in explaining the mediating role of burnout

in the CV19PHR–JP and PWSPs–JP associations. Fourth, this research develops our knowledge about the moderating role of PWSPs in the CV19PHR–burnout and CV19PHR–JP relationships. It adopts the COR theory and JD–R model in investigating how PWSPs, as job resources, moderate the direct effects of CV19PHR on burnout and JP during a health crisis (e.g., COVID-19).

Finally, this study adds to the understanding of moderating role of mindfulness in the direct and indirect relationships between variables during a crisis. Using the COR theory and JD–R model, it investigates how mindfulness, as a personal resource, moderates the direct effects of CV19PHR and PWSPs on burnout and their indirect effects on JP via burnout. It also develops a moderated mediation model of CV19PHR from an individual perspective and a moderated mediation model of PWSPs from an HRM perspective.

In the same vein, Lee et al. (2020), argued that organisations in industries such as construction, manufacturing, logistics and transportation, marine as well as oil and gas have often placed a high premium on understanding the types of safety and health risks faced by their workers, as well as investing in training programs to communicate to their workforce on the importance of safety and health management (Parker, Axtell, & Turner, 2001). Depending on the nature of work, workers in these organisations may face the possibility of incurring fatal, serious but non-life threatening, minor workplace injuries (e.g., cuts), as well as contracting occupational diseases (e.g., work-related musculoskeletal disorders) over the long run (WSH Institute, 2017).

Even if workers manage to stay injury-free, they are susceptible to developing psychological issues such as depression or mental health problems (Ishida, 2013), depending on the occupational stress level, the type of working conditions and environment they are placed in, as well as the degree of social support that they receive from workers and family members. To mitigate safety and health risks, researchers working in organization and health contexts have often focused on examining the factors related to safety and health awareness (Vinodkumar & Bhasi, 2010), as well as safety and health risks (Vredenburgh, 2002) in varying industries.

In summary, the literature review, probably has triggered more questions, however it classified the knowledge around the central research topic and provided an overview about the dynamics of leadership, organisational culture, safety issues and how the three topics interact together either overlapping or intersecting. It is evident that the relationship between the three elements are bidirectional and also not mere linear relationships. This brings a lot of ‘curiosity’ to the

data collection phase where the researcher is so eager to compare what was documented here in the literature comparing to the actual practice and to investigate the gaps or probably the calibration between theory and practice. Chapter two has helped the researcher to set the scene and the compass to the relevant direction. In the following chapter i.e. research methodology, the researcher has attempted to design the research and how data will be collected, analysed and presented.

The applicability and suitability of the theories as relevant to the nature of the study are based on the fact that promoting organizational culture is a long-term programme, hence involves a set of different theories that are being used in the investigation and interpretation of the research problem solution, addressing the research aim and objectives, and answering the research questions. These theories are: Trait Theory, Behavioural Theory, Transformational Theory, Theory X and Theory Y. Each of these have been critically reviewed earlier for their literature and justification.

3.13 Chapter Conclusion

A summarization of the Literature Review chapter included Chapter Introduction the leadership in the Middle East Region with further critical review of the key research study's elements of leadership, leadership styles, theories of leadership, applicability and suitability of relevant leadership theories and styles, organizational culture, types of organizational culture, cultural networks, organizational safety culture, organizational and individual culture, and theories and models on organizational safety. Having done the literature review, the next chapter follows of research methodology.

Chapter Four: Research Methodology

4.1 Chapter Introduction

This chapter presents the research methodology that underpins this research. The researcher will discuss the methodological concepts used to select the appropriate approach and methods adopted and highlight the research process, techniques, and tools used. The researcher will also take the opportunity of revealing the philosophical research stance appropriately adapted for this research. The research methodology refers to the systematic way or strategy that the research work will be carried out to achieve the research objectives. It provides extensive

information on the techniques to obtain and analyse data to obtain the required research objectives. The use of research methodology is essential in dissertations as it aligns the research topic with the 'chosen tools, techniques and underlying philosophy' (Melnikovas, 2018, p. 33). As defined by Schwandt (2007, p. 193) and Mills (2017, p. 32), the methodology is a particular social scientific discourse (a way of acting, thinking, and speaking) that occupies a middle ground between discussions of method (procedures, techniques) and discussions of issues in the philosophy of social science'. The objectives of any research work are usually geared towards solving a challenge or giving special attention to a particular phenomenon.

The researcher's thoughts about the research work, data collation, and decisions are all part of the methodology. However, the research design is the actual plan for the execution of the research work to provide answers to the research question(s). It gives clear intent of goals of the researcher sources of data to be used, whilst also indicating all possible hindrances that may be encountered in the research work (Saunders, Lewis & Thornhill, 2016, p. 137). Before choosing a methodology, the researcher selects the research question and reviews it to identify appropriate methods to solve the research question (Mills, 2017, p. 32). In this case, the research methodology will stipulate a structured way information will be gathered in an attempt to understand the role of leadership in Promoting Organisational Safety culture in the Government Sector of Abu Dhabi, UAE.

4.2 Research Methodology

(Sileyew, 2020, p.1), suggests that researchers need to have a pathway to conduct their research process effectively. This pathway is called the research methodology. (Ragab and Arish, 2017 p. 2), establishes that these pathways determine how a research investigation will take place. (Kothari, 2004) in (Ragab and Arish 2017, p. 2), defines research methodology as "a way to solve the research problem systematically". While (Collis and Hussey 2003, p.55) defined research methodology as "an overall approach to the research process, from the theoretical foundation to the collection and analysis of the data".

One of the most endearing qualities of humanity is the relentless pursuit of the truth and scrutiny of nature, accomplished through experience, reasoning and research (Shah & Al-Bargi, 2013, p.253). As much as there are many ways of obtaining knowledge, the researcher will carry out a research study to address the questions raised by the aims and objectives of this thesis. A definition adapted from the 2012 Higher Education Research Data Collection (HERDC) specifications for the collection of 2011 data by (O'Donnell 2012) states that

research is "the creation of new knowledge and the use of existing knowledge in a new and creative way to generate new concepts, methodologies and understandings. This process could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes."

Figure 4.1 The Research Onion model

The research onion symbolically maps out the elements that must be considered when developing the research methodology and will form the foundation for this research study.

4.3 Research Philosophy

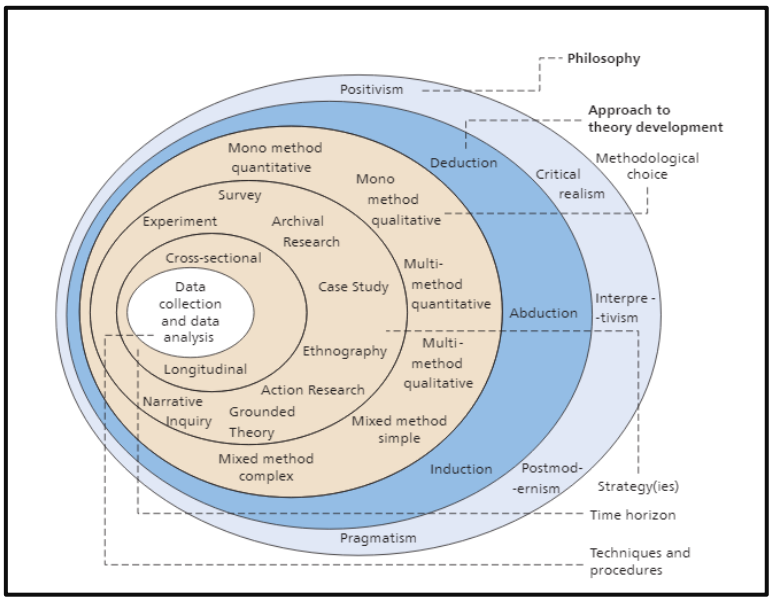


Figure 15: The Research Onion model, (Saunders et al. 2019)

Kivunja & Kuyini (2017, p.26) define the term paradigm as "a philosophical way of thinking" they elaborate by stating that, "It constitutes the abstract beliefs and principles that shape how a researcher sees the world, and how s/he interprets and acts within that world. When we say that it defines the researcher's worldview, we mean that a paradigm constitutes the abstract beliefs and principles that shape how a researcher sees the world and how s/he interprets and acts within that world. It is the lens through which a researcher looks at the world". (Saunders et al. 2019 p. 130) use the term 'philosophy' instead of 'paradigm'; they assert that research philosophy refers to a system of beliefs and assumptions about knowledge development in a field. This knowledge development may not be as dramatic as a new theory of human motivation but may address a specific problem in an organization by developing new knowledge. (Mackenzie and Knipe 2006) highlight that "it is the choice of the paradigm that sets down the intent, motivation and expectations for the research". (Okesina 2020 p.58) The research paradigm or philosophy spells out the researcher's philosophical orientation, perspective, thinking, school of thought, or set of shared beliefs that influence how the study is accomplished then establish how the results are analyzed.

The researcher will implement the pragmatic approach. (Saunders et al. 2019 p. 130), states that, "a pragmatist, research starts with a problem, and aims to contribute practical solutions that inform future practice." The main thrust is to employ the most appropriate approach in resolving the research problem. Here, the emphasis is on what works best to address the research problem. (Wahyuni, 2012, p.71). The research aims to study the role of leadership in promoting Organisational Safety culture in the government sector of Abu Dhabi, in the United Arab Emirates. This research philosophy recognizes many views in interpreting the world and its events. The solutions found by a pragmatist are gathered to inform the future. Therefore, its implementation involves a combination of the three philosophical dimensions ontology, epistemology, and axiology as an acceptable approach and understanding social phenomena.

Taking into consideration that there are differing schools of thought surrounding research philosophy or paradigms, attention has been given to works by (Kivunja and Kuyini 2017, p.26), which state that research or paradigm is made up of four elements or dimensions, namely, ontology, epistemology, methodology, and axiology. While (Saunders, Lewis et al., 2019, p.133; Mkansi & Acheampong 2012, p.132) identified three elements or dimensions: ontology, epistemology, and axiology. Based on the researchers' understanding of the research paradigm, this study will follow the later three dimensions. Aligning with the view that argues that the

research methodology is distinctly the complete research pathway while related to the paradigm.

4.4 Approach to theory development.

Research methods will be describing a scientific and systematic procedure of analysis, implication pertaining, compilation and data collection towards several company problems and issues. This method would be confidential in various stages as per the purpose and nature of the study as well as possesses another attribute. Method of research type can be defined into two parts like Qualitative and Quantitative. The quantitative research would define determines and assumption issues that used numbers. Importance has placed on the numerical data of collection, a summary of those data as well as drawing conclusions through the data (Starman, 2013). At the same time, qualitative research has a reliance on the feelings, words, sounds and emotions and non- numerical as well as elements which are unquantifiable.

According to Saunders et al. (2019 p. 154), deductive reasoning is finding out information or knowledge by applying logical reasoning from theoretical understanding. Deduction possesses several essential characteristics. First, there is the search to explain causal relationships between concepts and variables. The researcher will use deductive reasoning when reviewing variables of the multiple case studies with the hope of establishing a new understanding of the status quo following the implementation of various interventions based on the first principles-thinking theory.

This research will be useful in giving suitable data within the context of several methods and techniques that would be helpful in order to achieve the objective of the research. Deductive and inductive approaches are the two types of approaches, which will be helpful in doing research. The inductive approach has worked like boarder theories and generalizations. It has also called the approach of bottom-up (Mettler, 2011). While the approach of inductive will start to provide the mechanism of analyzing the data after that researcher will make the theories assumption and proposition for the research work to assist the collection of data. Besides, the approach of deductive will usually work further accurately. It has a reliance on the researcher's views and thoughts. It is also called as an approach of top-down. At the same time, it would be useful to develop and expand the hypothesis theories as well as it also has a dependence on the theories and existing evolutions.

4.5 Research Strategy.

Based on the research onion, the researcher will implement a combination of strategies starting with the literature review and then complementing it with multiple case studies (approximately ten case study organisations) case study allows the researcher to formulate theory and hypotheses from available literature while building a framework of the idea they want to peruse. Most importantly, it will enable them to answer how and why events happen, supported by data and observation. According to Saunders et al. (2019 p. 154), it also allows them to carry out well-structured research that can be reproduced and reliable. Moreover, having multiple case studies can enhance the coherence and robustness of the research. However, the researcher thought at the beginning of the journey to use questionnaires due to the research question's nature. After discussion with the supervisor, it was agreed to employ a qualitative approach for in-depth investigation. Questionnaires are often used to acquire data, enabling researchers to gather and compare data in a standardised way. The challenges highlighted by researchers on using surveys are the limitation of questions that can be represented on a questionnaire. The more the questions, the likelihood that respondents will be reluctant to participate. Secondly, the dependency of information from respondents is also a limitation as feedback may not be received from all respondents.

According to Saunders et al. (2016, p. 146), a case study is a strategy for doing research that involves an empirical investigation of a particular contemporary phenomenon within its real-life context using multiple sources of evidence. The use of Case study approach in a qualitative design helps researchers in exploring in-depth process, activities and programs. Since exploring cases are bounded by activities and time, it will help researchers in collecting detailed information by using a wide variety of data collection procedures over a specific period of time. Researcher will conduct a detailed study of the given cases which are considered effective for explaining, comparing, assessing and further understanding the different aspects related to research problem.

It is considered an appropriate research design method where researchers seek to gain contextual concrete and in-depth knowledge about a particular real-world concept.

In the given research of identifying the role of leadership in promoting organisation safety in the government sector of Abu Dhabi, the UAE the researcher has focused on case studies which will help them in keeping their search manageable and focused when there is less time and resources to perform large-scale research. In the given research after developing research

questions and problem statements the researchable focus on conducting in-detailed study of the case which will help them in providing unexpected and new insights related to the subject and considering challenges that exist in theories and assumptions (Starman, 2013). It involves proposing practical actions for resolving a problem related to identifying and analysing leadership roles in promoting safety culture and it also helps researchers in providing new directions related to future research. Since case studies helps researchers in focusing more on the existing details rather than general theories, they are also required to have some connection with the theoretical framework as it helps in integrating existing knowledge about the topic and exactly finding theories that show how it is explaining a case under specific investigation by expanding theories through uncovering new ideas and concepts which are required to be incorporated in the research (Williams, 2011).

4.6 Research design.

Sileyew (2020 p.2) states that the research design provides a suitable framework for implementing the study. This process prescribes and determines how relevant information is gathered. Central to this idea is the decision on the research approach implemented. The researcher will use the exploratory nature of research using empirical evidence and theories to explore the phenomenon of recurring production faults in a manufacturing setting. Using the experimental approach will allow the researcher to assess current practices that promote organisational safety in public organisations, looking at the reasons behind them and making submissions to whether they directly impact the phenomenon observed.

This research aims to assess the **role of leadership in promoting organisational safety culture in the government sector of Abu Dhabi, UAE, and it will** study the phenomenon in the public organisations with the Emirate of Abu-Dhabi, which presents the recurrence of leadership roles and issues by carrying out multiple case studies. This approach will allow the researcher to investigate the reoccurring defects in-depth to achieve explanatory research inquiry. (Shah and Al-barji 2013, p.258).

4.7 Methodological choice.

According to works by (Bryman & Bell, 2013, p.615-616). When choosing the appropriate research method, the researcher must consider the philosophical approach suited to the research project. The researcher will be using a pragmatic approach and deploy a mixed research method. (Abro, Khurshid and Aamirp, 2015 p. 104) brings to light that pragmatists propose using mixed methods to achieve sound data by using the strengths of one method to enhance

the other in a single study. For this research, qualitative methods will explore the phenomenon's effects. Observations will be considered of comments made during face-to-face quality meetings and brainstorming sessions to create a situational analysis of factors influencing the phenomenon using such tools as the QA matrix and the fishbone diagram. Any improvements. The improvements will be achieved by Analysing the secondary data collected by the ten organisations during the research period.

4.8 Time Horizons

Another area of concern when carrying out research is the duration or time frame. (Saunders et al., 2019, p.155) writes that the time over which the research project is carried out. The researcher will employ the cross-sectional design to focus on data collected over a specific period. In this case, the researcher will use the data collected. (Iovino and Tsitsianis 2020, p 93) Reveal that by allowing a prolonged time, changes and progress of the phenomenon will be adequately analysed, allowing for the variables that are being controlled. This research provides an opportunity for the phenomenon of recurring safety issues to be observed before implementing the first principle thinking approach and then after the execution. Any environmental or situational variable will be monitored and are considered. Between longitudinal and cross-sectional time horizons, the one that has been adopted is cross-sectional as the data was gathered within three months and not over a long period of time.

4.9 Data Collection – Techniques and Procedures

Research methodology has a significant role in designing the research for a collection of information in the manner that it relates back to the research topic and address research objectives (Minkler and Wallerstein, 2011). It also evaluates the research tools and techniques, methods that would be useful for the researcher in order to collect information. Identifying the right research philosophy, increased the extent of right fit for the research topic and also increases the acknowledgement of the research problem. Positivism, realism, pragmatism and interpretivism are the four philosophies, which will be useful for the researcher in its research topic (Mkansi and Acheampong, 2012). Positivism philosophy has its reliance on scientific knowledge and facts. Therefore, it has been appropriated for the research of quantitative data. While interpretivism philosophy has its reliance on human being perception as well as it has appropriated for the research of qualitative data. Realism philosophy has based on the external environment of the nation. The exploratory design is useful in exploring the new knowledge and information as well as the real concept of research, which are sporting imminent or facts

acquired by the use of research design of descriptive (Williams, 2011). While descriptive research aims to provide insights into the problems or issues, explanatory research is more suitable here to analyse the cause-effect relationship, i.e. how leadership styles affect organisational safety.

The researcher will collect primary data via semi-structured interview focus groups and use secondary data routinely collected by case study organisations during their regular operations. Observations and conclusions will be drawn qualitatively using tools such as note-taking and interview-matrix sheets; cause-and-effect diagrams can be used when needed. The data analysis will be carried out using quality tools such as bar charts, Charts and Pareto Charts. Kahn and Cannell (1957), cited by Saunders et al. (2016, p. 318), have defined an interview as 'a purposeful discussion between two or more people. In this context, semi-structured interviews were used to gather data, in addition to observations and secondary data, that related to the research questions and assisted in achieving the research objectives. This tool becomes useful, especially for managers who do not want to disclose sensitive information that may be required using quantitative methods like questionnaires. In cases where better explanations of opinions and responses are required from the respondent, the interviews help to give a further nudge and gently probe deeper to get reliable information. Also, some respondents prefer to be interviewed than filling questionnaires as they can err their opinions better with interviews (North et al., 1983, cited by Saunders et al., 2016, p. 324). In the long run, respondents who would have quickly ticked off a questionnaire will be required to provide reasons for their choices during interviews (Saunders et al., 2016, p. 324).

The research has implemented the word cloud method which is a visualization method that helps displaying how frequently specific words are appearing in the given text of body by creating the size of each word that is proportional to its frequency. All these words are further arranged in a cloud or cluster of words. Also, these words can be arranged in any format such as columns horizontal lines or in a shape (Atenstaedt, 2017). It has been identified that word clouds in research are used for displaying words that are having meta data assigned to them like if word cloud has been used for all the countries across the world, then the population can be assigned to every country name for determining its size.

Word cloud method of research is a visualisation method which helps evaluators by performing exploratory textual analysis through identification of words which are appearing frequently in the set of documents interview or other type of text. These are graphical representations of the

word frequency which provide a major importance to the words which are appearing more frequently in the source text. This method is considered useful for research as it involves representing a powerful and effective data visualization techniques which allows people in getting easily acquainted with the content of major collection of textile documents along with identifying domains of subjects for specific time by not reading them at all. Word clouds helps researcher in discovering essential applications used for textual data visualisation in the applied research and for the using them in the research it involves using textual data present in the research in different forms that consist of speech statements public announcement along with their impact which has been analyzed frequently in the applied economic research. The researcher will use word cloud in the given research of analyzing role of leadership and promoting organizational safety culture in the government sector of Abu Dhabi the UAE by quantifying the text and using it for predictions and modelling it involves using various techniques for drilling and using it in the empirical design. With the applications of word cloud researchers can focus on designing applied research and understanding the structure of data by using word cloud. It involves selecting essential features of model and understanding context in the textile data by using word clouds for making data story telling.

Word cloud also refers to an image collected of words which is used in a specific context within which size of every word indicating its importance and frequency. It refers to a use of simple graph that is used frequency within research and technically it is based on n grams which are in computational linguistic along with probability fields sequence of the n-items from sample of speech or text (Atenstaedt, 2017). The major purpose of using word clouds is to display text with a specific size that is proportional to the count of number of times every word is appearing in a document. Sometimes the researcher face challenges with word cloud are that they are considered useful for qualitative analysis and present a visual representation of the keywords that are coming up frequently in set of qualitative data.

Interview questions	**Sample size**	**Data collection method**
Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safety culture in the workplace?	51 respondents	Online Interviews

Q2 - Which extent you are able to practice this role at the workplace?	51 respondents	Online Interviews
Q3 - How the organizational safety preserved? What done already? please provide example	51 respondents	Online Interviews
Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	51 respondents	Online Interviews
Q5 - Why do you think these challenges there and how the management plan to overcome them?	51 respondents	Online Interviews
Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?	51 respondents	Online Interviews

Table 4: Measurement of leadership for promoting safety culture

Source: As created by author

4.10 Data Analysis Methods

The data collection method is one of the important parts of the research methodology. Researches should be simple and provides easy collection of actual data in this research as well as it will use in achieving and accomplishing the objective of the research. There are two types of data collection, i.e. Primary data and Secondary data that will be used (Henderson et al., 2012). Primary data was collected from several sources such as observation, questionnaire and survey. Therefore, will be use primary data through survey method in order to collect the research data (Englander, 2012). At the same time, this method will supplementary exclusive towards collecting data as well as it is also a time-consuming method. In addition, will also use the secondary data to collect the actual information by the use of presenting resources like journals, website, internet, government reports, annual reports etc. as per given the information, the secondary data is not more expensive as compared with primary data. Rather than it is also

useful to increase the knowledge about the problem and issue of the growth of economic in presenting research. Also, will be focus on interviewing with participants.

Sampling is the process of selecting the participants to gather the research data. Probability and non-probability are the two methods of sampling that can be used for its participants of research. To the research study, the sampling of the probability has given the equivalent option to the participants. Therefore, it will be declining the prejudice along with the participants during the research method (Park et al., 2013). In this research study, 300 managers of 10 different government organizations in Abu Dhabi will be selected as research participants. I will interview 10% from 300 managers, so the total is 30 managers. I will use a survey questionnaire strategy for this research, for the reason that I will be permitted to collect the research information and knowledge of real-time during the study (Kaplan, 2011). Questionnaire strategy is effective as it allows to accommodate larger sample size as compared to interviews.

4.11 Chapter Conclusion

This chapter has reviewed the various methodological paradigms to select the most appropriate methodology and research approach, namely mixed methods within a case study. This approach has allowed for a study that claims validity through the strength of the research approach and the systematic approach to implementing the chosen research instruments. The researcher is more aware now of the context and how to classify the knowledge and before that to test the data collection instruments. In spite of some limitations due to Covid-19, cultural aspects and specificity of some case study organisation nature of work, however the researcher has better level of clarity about the data collection and sequence of research design. Chapter five will discuss the findings of the research.

Chapter Five: Data Collection, Analysis and Findings

5.1 Chapter Introduction

This chapter presents the research findings derived from the data collection. The researcher will introduce the findings and establish the context for the analysis in the following chapter. As discussed in chapter three, Kivunja & Kuyini (2017, p.26) define the term paradigm as "a philosophical way of thinking" they elaborate by stating that, "It constitutes the abstract beliefs and principles that shape how a researcher sees the world, and how s/he interprets and acts within that world'. The researcher implemented the pragmatic approach. Where Saunders et al. (2019 p. 130), states that "a pragmatist, research starts with a problem, and aims to contribute practical solutions that inform future practice." For this research, qualitative methods were employed to explore the phenomenon's effects. Observations will be considered of comments made during face-to-face quality meetings and brainstorming sessions to create a situational analysis of factors influencing the phenomenon using such tools as the Quality Assurance matrix (Belu et al. 2016) and the fishbone diagram for quality assessment (Luca, 2016) for quality improvements. The improvements will be achieved by Analysing the secondary data collected by the ten organisations during the research period. However, before showcasing the findings of the data, the researcher sheds the light on the pilot study.

5.2 Pilot Study's Findings and Learnings

5.2.1 - Findings from Pilot Sample Interviews

Conducted six interviews using Zoom, Microsoft Teams, and phone call due to the Covid-19 lockdown. The purpose of the interviews is to test the clarity and validity of the interview's questions. The following are the findings of the pilot study; however, it is worthy to mention that complete verbatim with the reference to each respondent have been all captured in the Appendix part of this thesis. The following table (4.1) showcases sample of the responses. [for detailed quotes and reference, see Appendix section]

Question	Responses
Question 1 – What do you think the role of you (responsibilities + possibilities) as a leader for	Cascade all the safety requirements from top to down to the employees. I need to act safely to be a role model for the employees. To promote that safety culture within the members of the team and to help them understand how it impacts them.

promoting safety culture in the workplace?	It's very important to encourage my team to implement and talk about safety rules and share incidents to learn from it through our meetings. My rule is to enhance safety culture in the workplace by distributing brochure about safety and providing sessions about the importance of movement during the working hours and making sure that the light is clear for vision and putting signs around the work area for raising safety awareness. Make sure that the employee understands the safety rules and the implementations. - Provide awareness sessions for them. - Open door policy to raise any concerns. Make sure to involve them in awareness sessions, regular meetings talking about safety issues in the company and sharing information. - Distribute stickers about safety and the importance of implementation.
Question 2 – To which extent you are able to practice this role at the workplace?	I can stop the work if there is any safety concern that will affect the safety of quality work issue. We have policy implement to stop work if its related to safety issues. Personally, I can do that in great extent because I'm working with the team and I do the right thing to make the rest of the team follow me as a role model, so I have to modify by behaviour. As much as I can I'm trying to share with my team all information I get from management and make sure how they can protect themselves and provide awareness from their workers. I'm doing 70%-80% from all the required.

	I am implementing 80% from that because I feel some employees need to focus on the implementation of the rules. I'm implementing 80% because I need to train myself about how I can maintain the safety culture within my employees.
Question 3 – How is organizational safety preserved? What is done already? Please provide an example!	Policy procedure developed to maintain the safety role. -safety channel to raise any safety issue. -example: a measure control to reduce spread of covid-19 among staff -holding ladder in the stairs while going up and down. It's one of the things build in the meetings have always talked about the safety and safety issues in our meeting daily, acting examples provide safety measurements in each meeting. There is a system for reporting any issue related to the safety and management encourage us to report any safety issues. Safety is every one's responsibility in the organization. Policy and procedure developed to maintain the safety controls and we applied for excellence award based on that document we worked as a team group from each department to develop this document, everybody involved in that and we made sure that all employees trained and aware about it. - We also have a regular check in the fire extinguisher in every floor. - Make regular tour around the building to check any risk. Provide trainings and send regular emails. Training sessions provided. - Fire drills - Business continuality scenario

	- Provide weekly emails.
Question 4 – Can you please tell me about the challenges facing you as a leader in promoting safety culture?	As I'm working in head quarter it is less challenging than site, but when I'm at site I'm facing a technical mindset in implementing safety role while we are at site. Since we used to implement less risk in head quarter. The biggest challenges not in our team, it's when people don't listen to the feedback and not be open minded to the feedback. There is no resistance for implementing safety rules if I found something against safety, I raise it and try to correct any behaviour. Late of maintenance company is out of our hands because sometimes re contract process take time or changing some companies. - Air condition maintenance company late that makes the atmosphere not suitable area for the workers because of the heat in the summer - 10%-20% are not implementing the safety rules because of human nature. New employees not trained enough about using procedures and safety rules. - Different nationalities and languages, barrier effect to the clear communication between the employees. - no clear policy for the visitors to implement the safety rules in the organization some of them refuse to commit with our rules. Lack of resources so I can't send all of them for awareness session will cause delay of daily work.

Question 5 – Why do you think these challenges there and how the management plan to overcome them?	Different places implement different controls for maintaining safety, the management needs to implement induction program for employees every time you enter to the site. Because sometimes people are always focused in the work more than safety and others don't think that the rules are applied to them. It is the perception of the people. The management should implement enforce the safety expectation and requirements. Its human nature that makes some not comply with safety rules without any reason. Management can provide awareness and disciplinary action for their employee to come over that behaviour. Due to the late of future planning to the organization we discover that we are not implementing full risk assessment so we are now working for renewing and improving the plan and will provide awareness sessions for the employees. Because no clear policy for the customers or stakeholders during visiting on the workplace and we are working to ensure that by developing procedure for them. Because of pressure of workload and less resources we have, I'm trying to send 2 employees each time.
Question 6 – Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?	By setting regularly awareness sessions about safety controls - Conduct survey about safety culture to measure the level of employee understanding and find gaps for better improvement - Direct massage from top management twice a year to enhance the importance of safety culture in workplace. Posters and signs everywhere it guidance everyone that they have to control and reinforce them to follow safety behaviour

	- Assign people their role is to go around the worker from safety team doing walk down to provide couching and to where their PPE correctly. They can provide weekly awareness sessions. - Increase numbers of videos related to safety awareness - Share information about incident with measure can be done to avoid that incident to happen to others. Will make sure of enough budget for new plan\-change the contract based on more process control of new maintenance companies. - Increase the awareness sessions for the employees\-send regular message for the employee about raising safety culture - Conduct survey and implement the suggestion for improvement \-focus on the 10%-20% of the employees - Also, we make sure about clean disk policy. Increase the awareness session. - Increase the training time for new employees - Provide inspections and walk down - Clear disciplinary action for not implementing. Increase number of the awareness sessions so I can care about all of them during the year. - Enforce the employee to attend - Encourage the employees who attend by rewarding the employees who completed the required sessions - Provide online training - Connect the KPI with the safety performance.

Table 5: Pilot Study's Interviews' Findings

As created by the author

5.2.2 – Findings from Pilot Study's Questionnaire:

It worthy to mention that this is not the full analysis but only the overview of the findings while detailed analysis and discussion is covered in chapter five. The researcher conducted the questionnaire using google forms for the close ended survey, as it has better experience and also it is believed to be more secured based on investigation from our IT department and other research colleagues. It did receive 25 responses all are complete and considered. 11 from organisation A and 14 from organisation. The following findings was extracted from the generated spreadsheet. 52% of the respondents were front line employees, 32% were managers and 16% were supervisors. This gives a good representation of job roles. In answering the question about level of understanding practices that should be in place concerning safety, 36% strongly agreed while 56% strongly disagree and 8% were neutral, this was a key eye-opener and does not tally with that senior manager said in the interviews. Therefore, it was planning to interview managers after collect the data through the questionnaire to gain more insights. Another shocking result was at the following questions where 52% responded that employee can get away with some managers/supervisors if they don't follow the rules or do not follow the safety procedure. At the same time 96% responded that safety is a high priority to our company; of course, this is stating the obvious and tally with the literature.

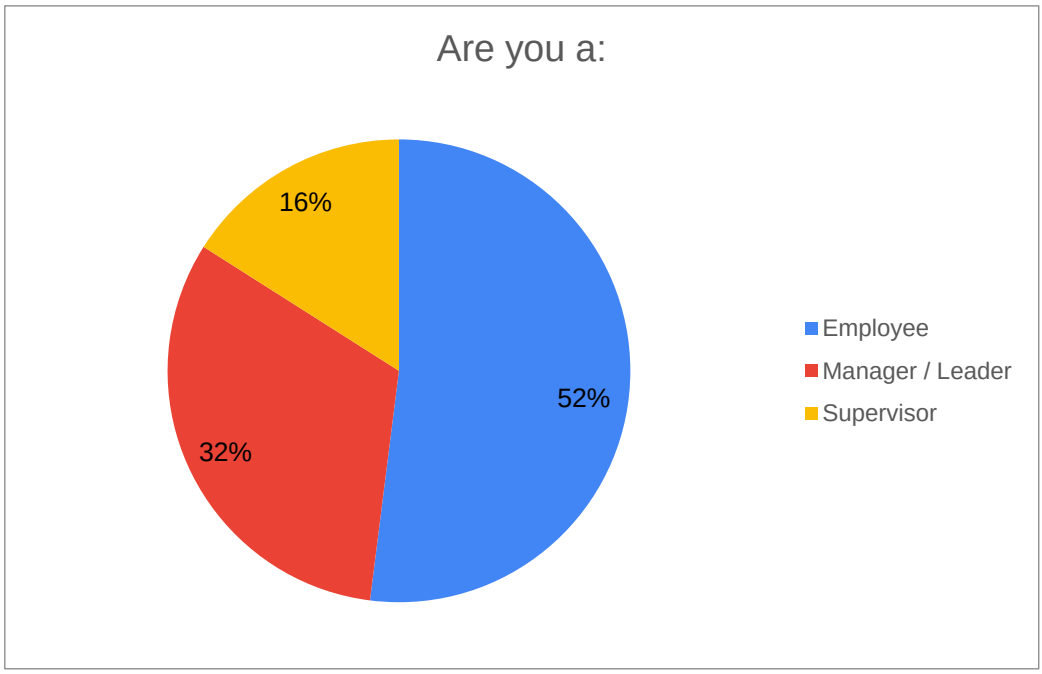


Figure 16**: **Demographic of the questionnaire informants

Source: Developed by the researcher

Most of the participants who participate from the employee on the survey around 52% from front line, while the middle level as supervisors represents 16% from the survey, and the rest from leadership level 32%.

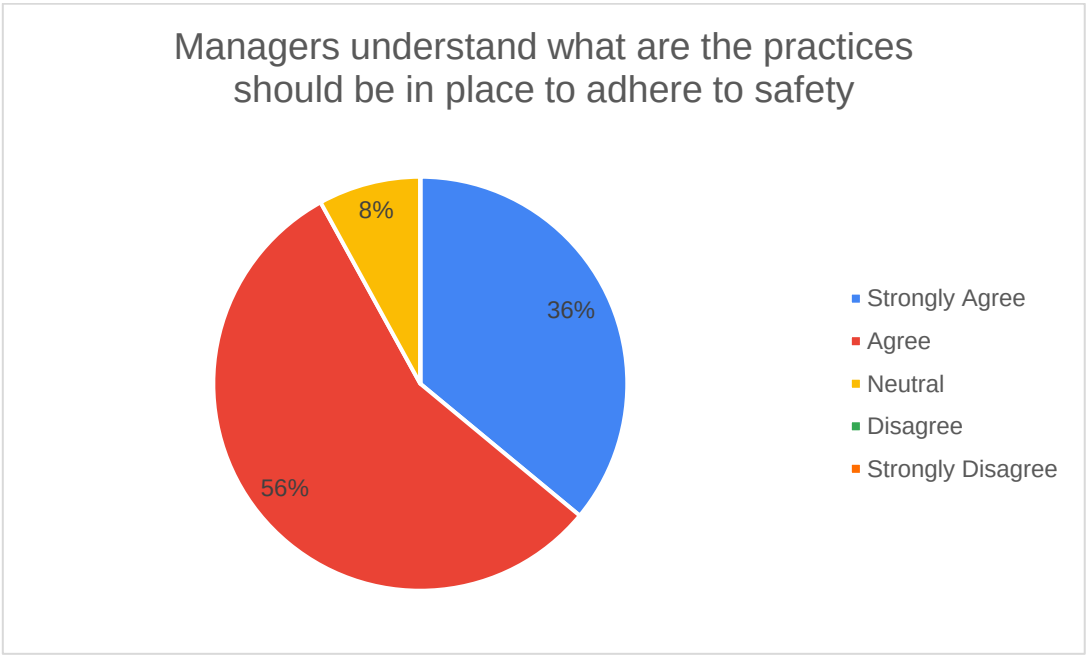


Figure 17: Perceptions about managers

Source: Developed by the researcher

Most of the participants are agree 92% that the managers understand what are the practices should be in place to adhere to safety.

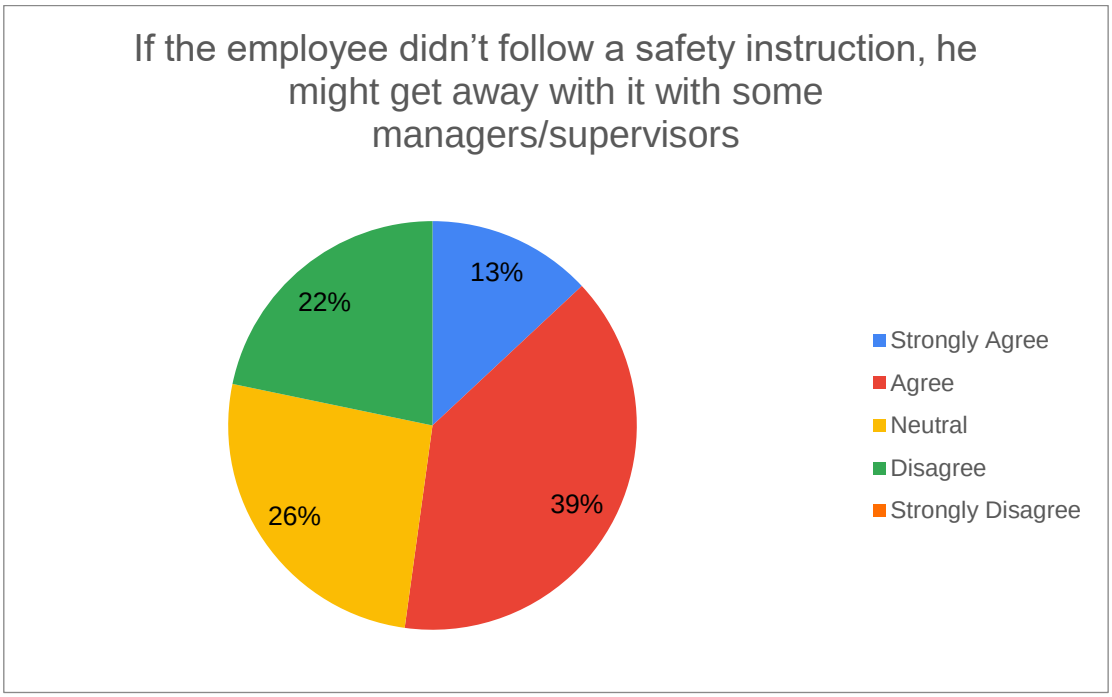


Figure 18: Perceptions about variation of compliance

Source: Developed by the researcher

As the responded from the participants they are around 52% agree that I the employee did not follow the safety instructions might get away with it with some manager or supervisor, while 22% disagree.

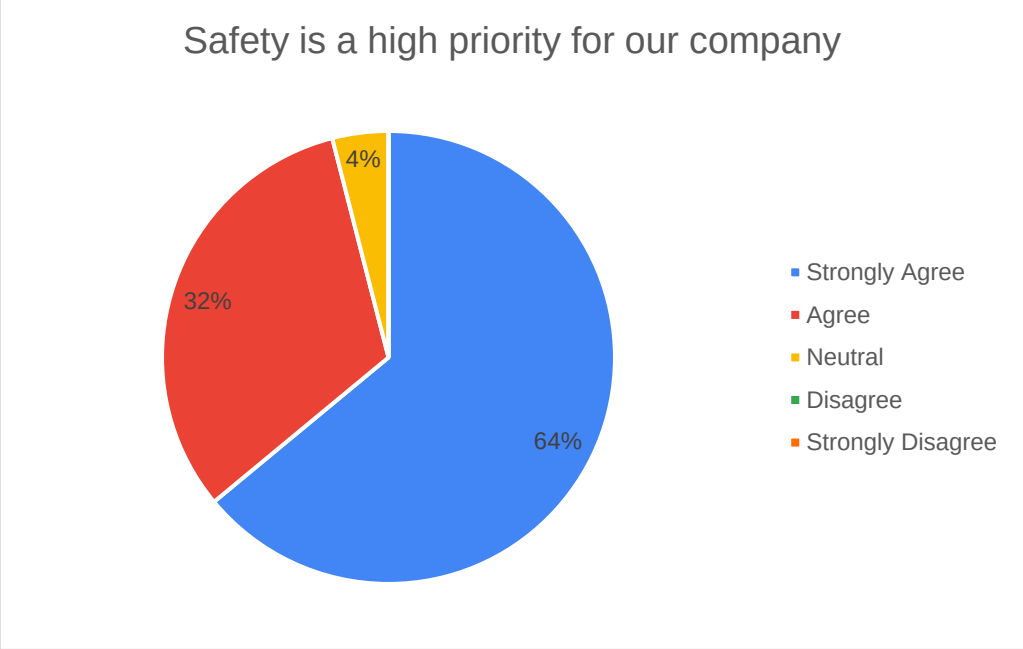


Figure 19: Priority level of safety

Source: Developed by the researcher

The participants believe around 96% that Safety is a high priority for their organisation.

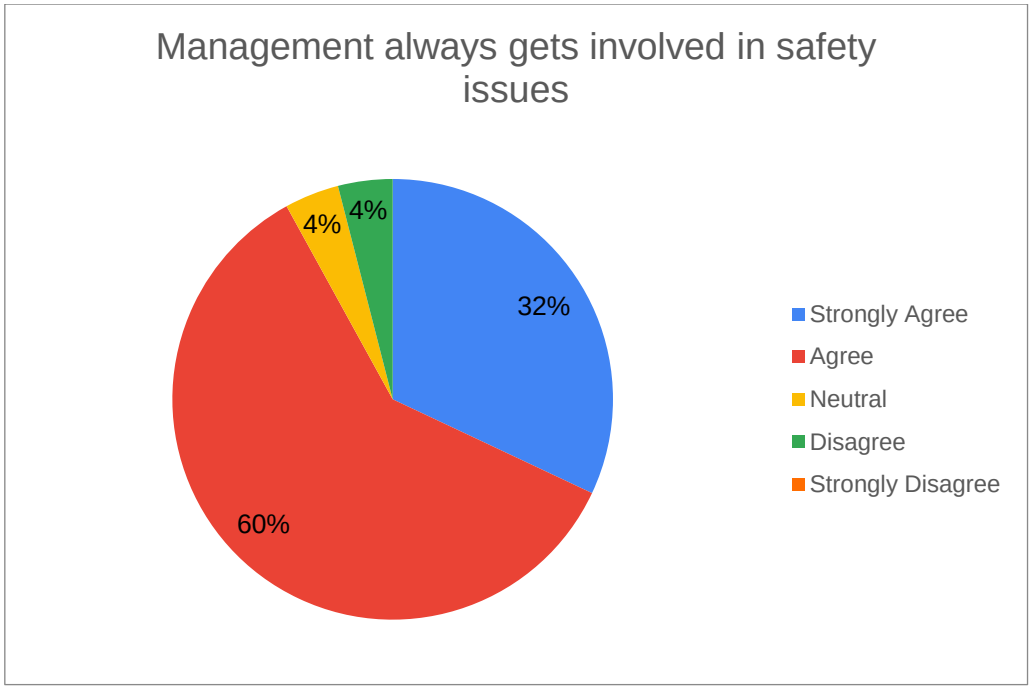


Figure 20: Management involvement

Source: Developed by the researcher

Most of the participants around 92% are believes that management always gets involve in safety issue, while 4% are disagree.

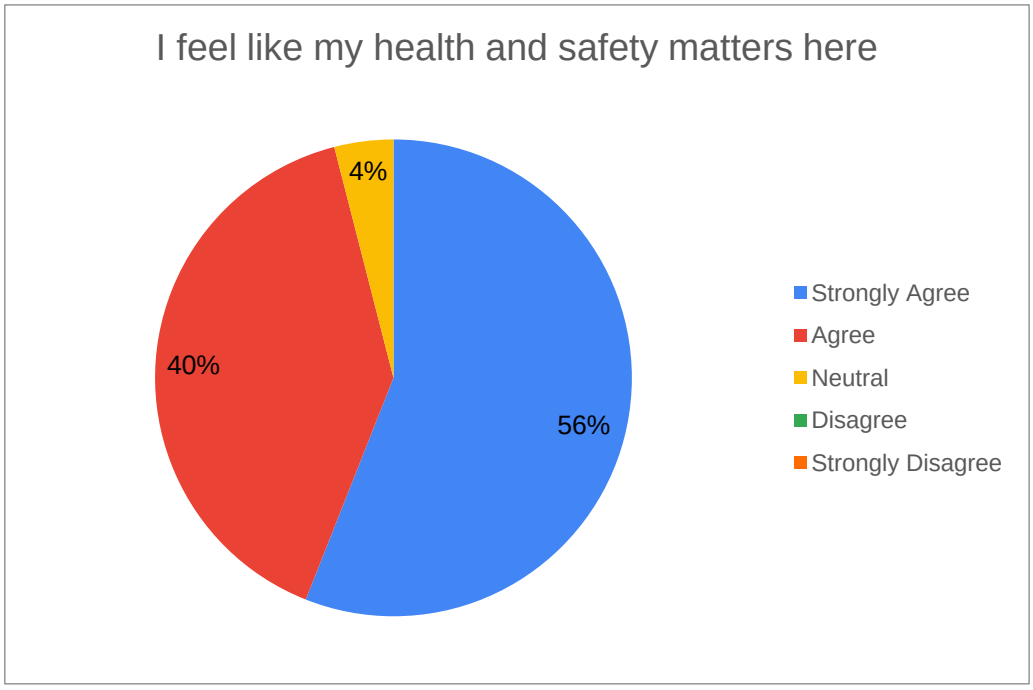


Figure 21: Importance of health and safety

Source: Developed by the researcher

Most of the participants feels that their health and safety matters 96%

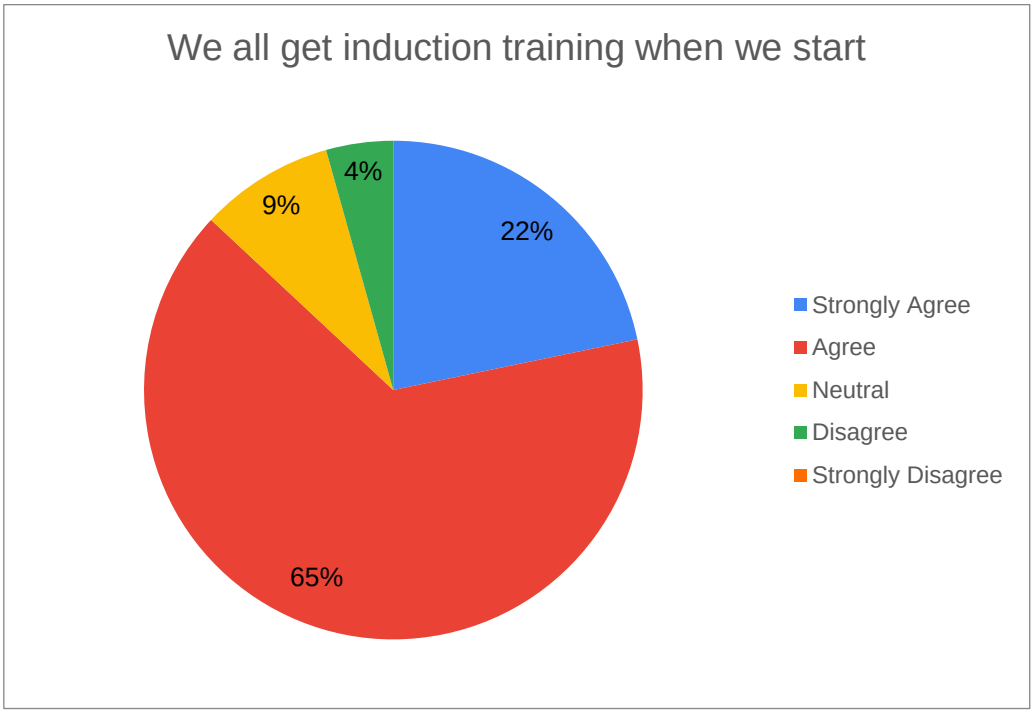
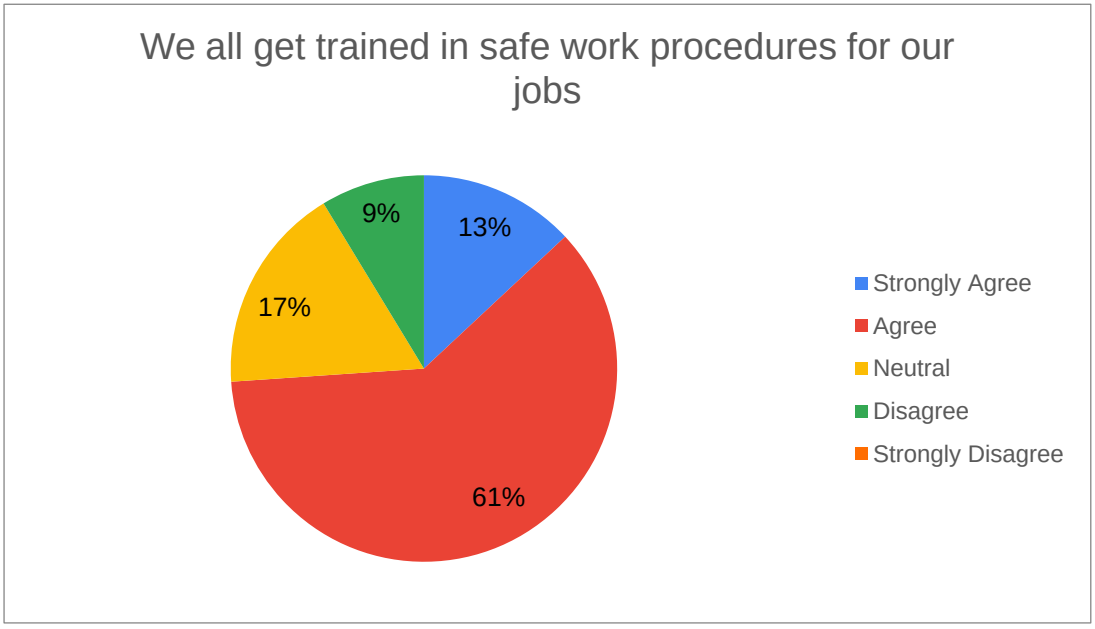


Figure 22: Induction Training

Source: Developed by the researcher

Around 87% from the participants agreed they received Safety induction training when they start working in the organization, while 4% disagree with the statement.

Figure 5.8 – Safe work training



Source: Developed by the researcher

Around 74% from the participants agreed they get trained in safe work procedure for their work, while 9% disagree with the statement.

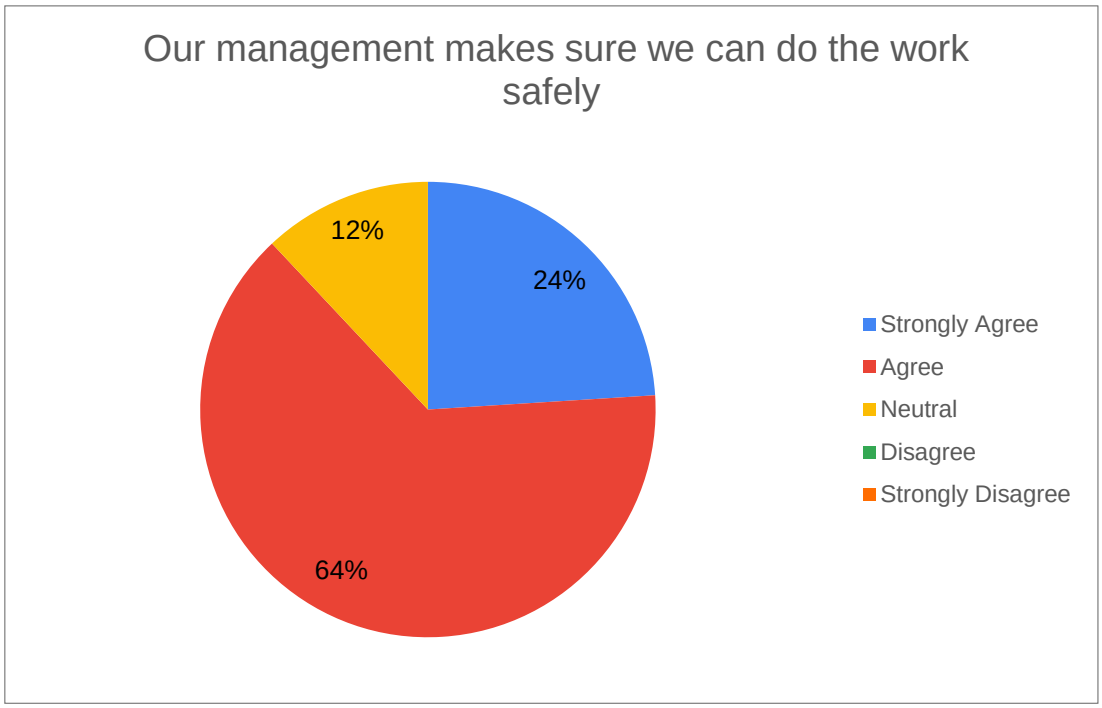


Figure 23: Management commitment

Source: Developed by the researcher

Most of the participants agreed 88% they agree that the management make sure they are working safely.

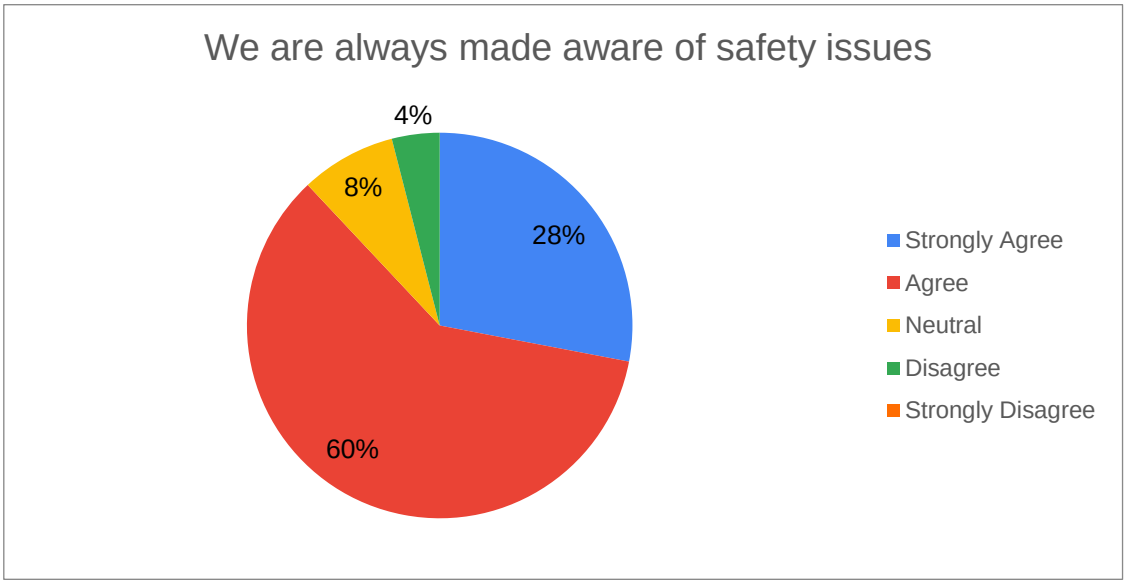


Figure 24: Safety issue awareness

Source: Developed by the researcher

Around 88% participants are agreeing they have been informed about the safety issue, while 4% disagree.

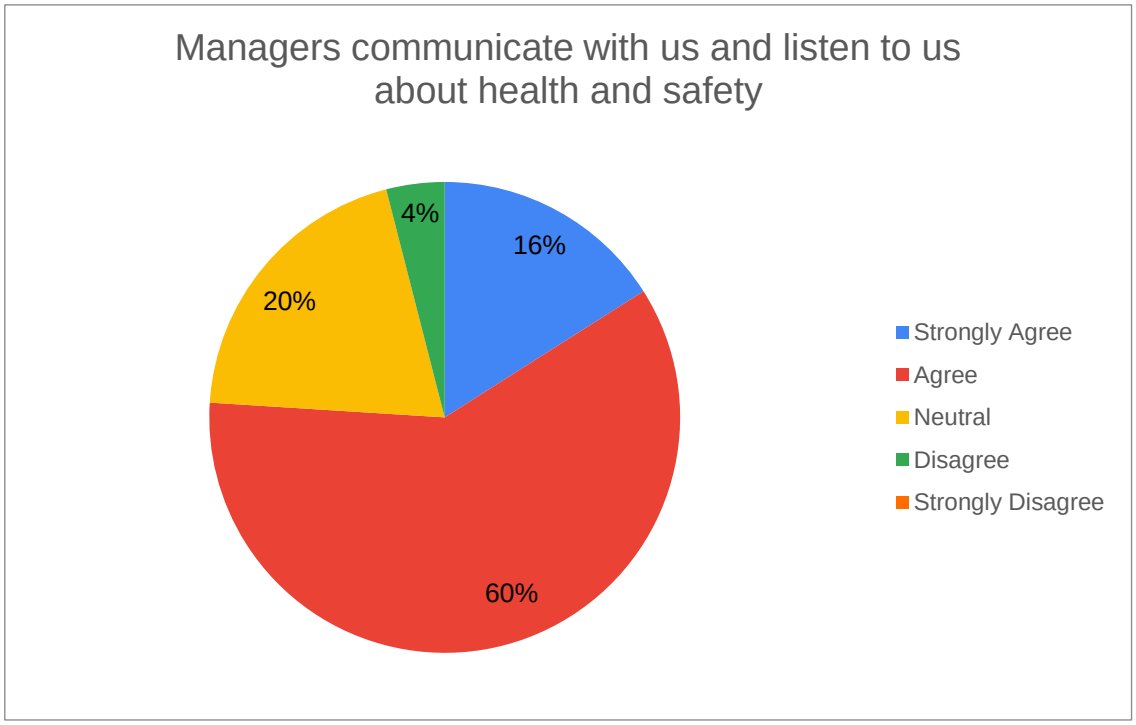


Figure 25: Managers communication

Source: Developed by the researcher

Most of the participants are agreed 76% that managers can communicate and listen to their employee regarding health and Safety, while 4% disagree.

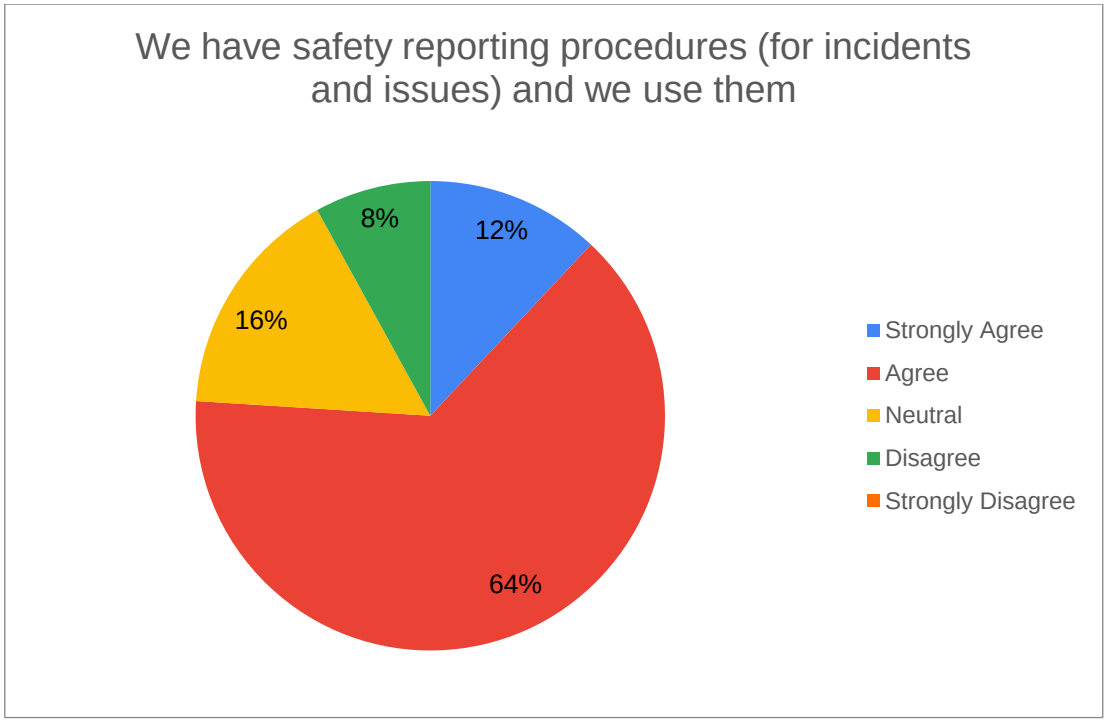


Figure 26: Safety Reporting

Source: Developed by the researcher

Most of the participants are agreed 76% that they have safety reporting procedures (for incident and issues), and they are using these procedures, while 8% from the participants are disagreeing.

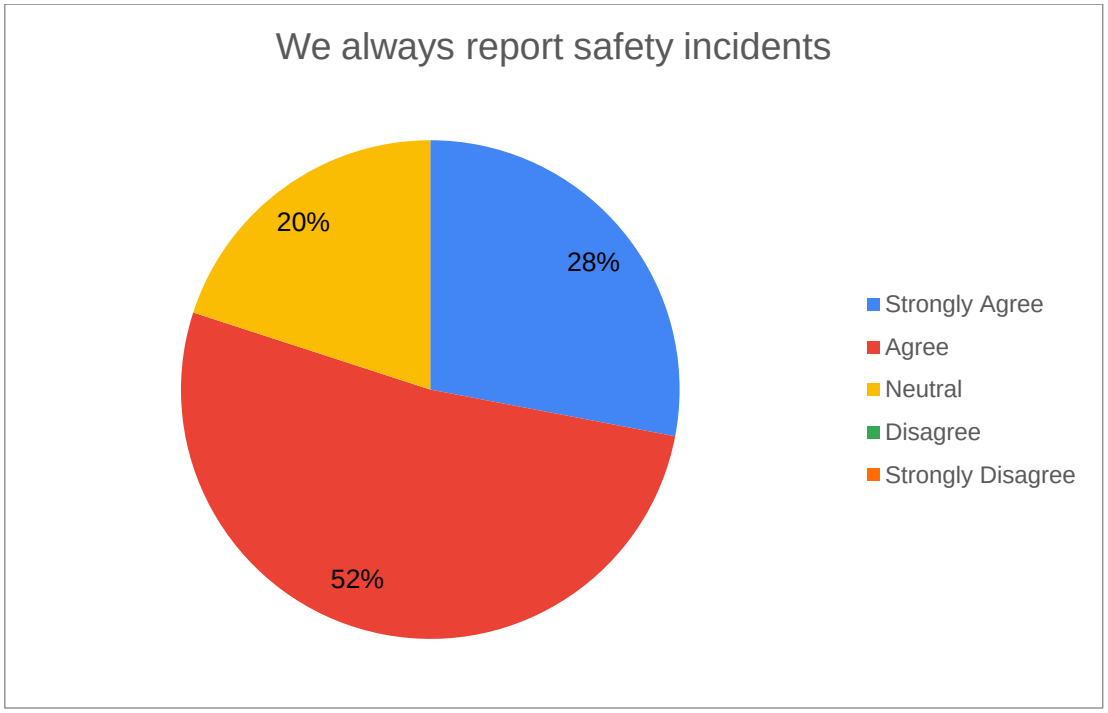


Figure 27: Frequency of reporting safety incidents

Source: Developed by the researcher

Most of the participants are agree 80% that they are always report the safety incident.

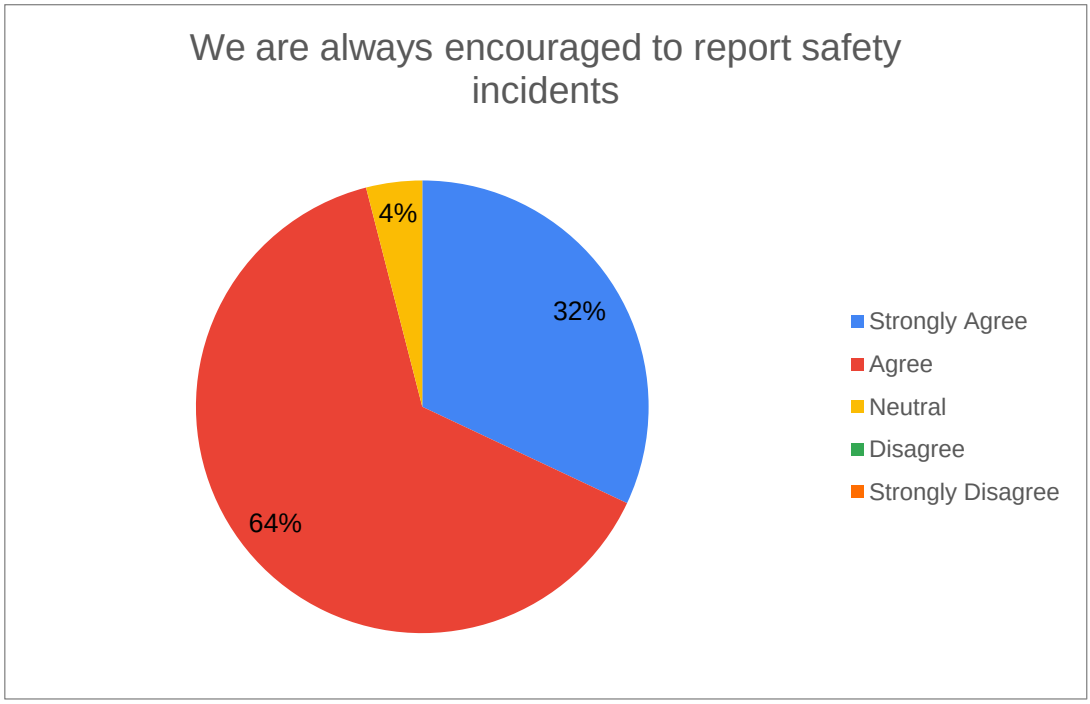


Figure 28: Proactively reporting of safety issues

Source: Developed by the researcher

Most of the participants agree 96% that they are always encourage to report the safety issue.

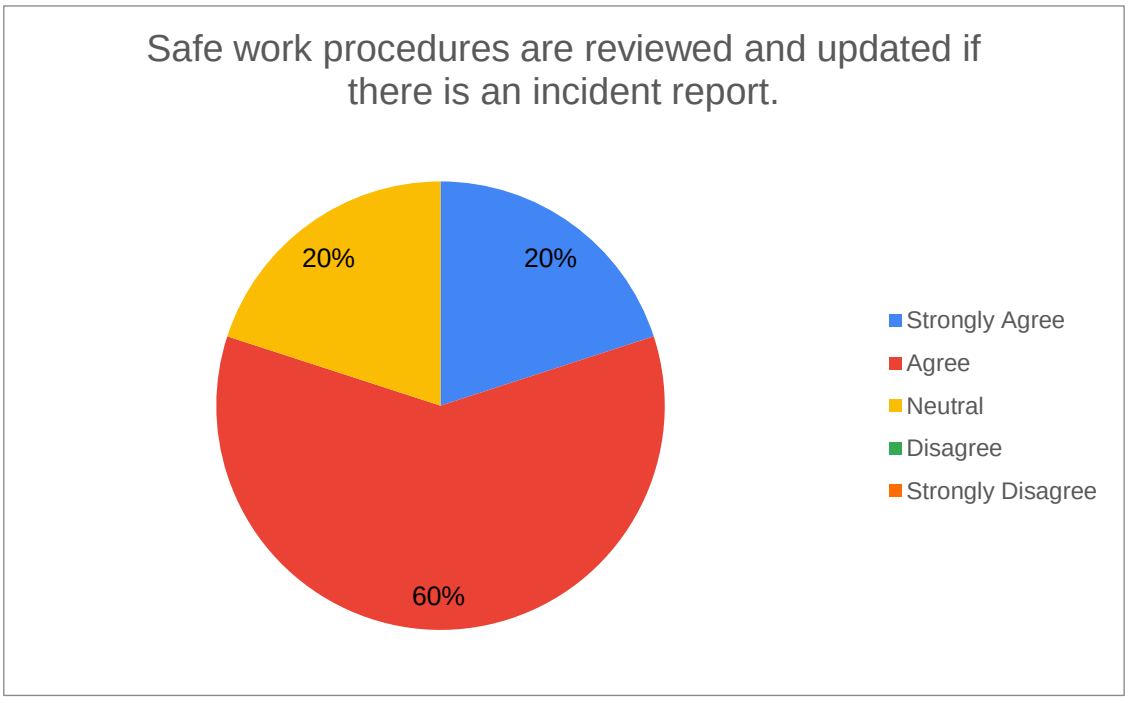


Figure 29: Updating safety procedures

Source: Developed by the researcher

Most of the participants are agree 80% that safety procedures are reviewed and update after reported incident.

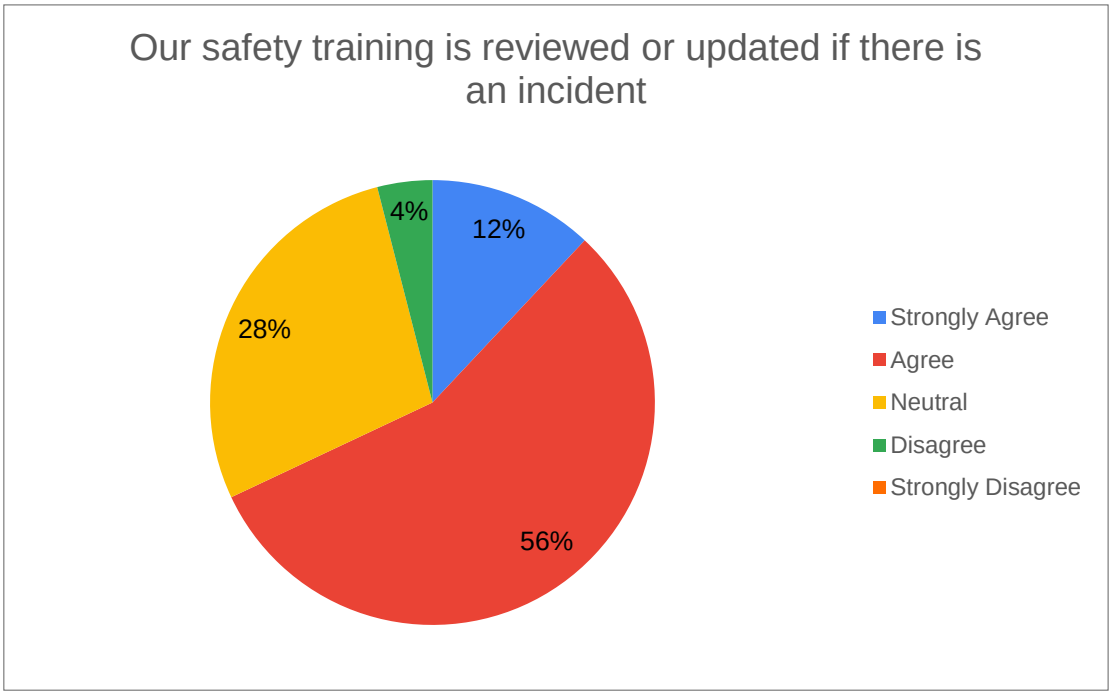


Figure 30: Updating safety training material

Source: Developed by the researcher

Most of the participants are agreed 68% that they reviewing and updating safety training after an incident , while 4% from the participants are disagreeing.

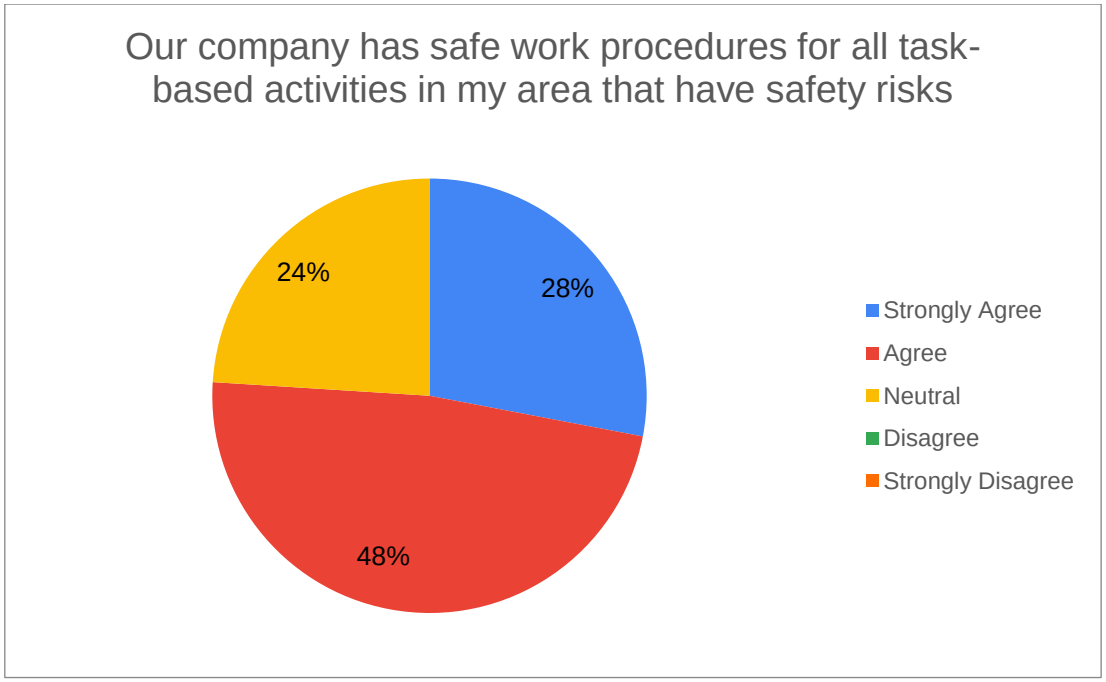


Figure 31: Safety procedures scope

Source: Developed by the researcher

Most of the participants are agreed 76% the company have safe work procedures for all task-based activities and the risk developed.

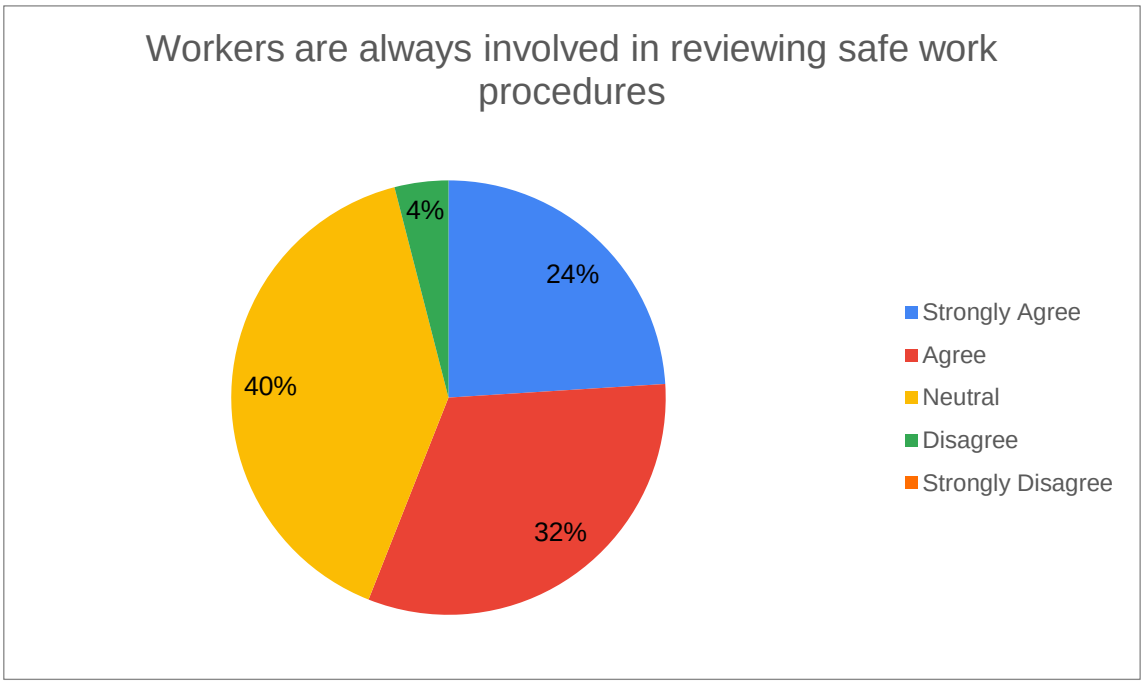


Figure 32: Workers involvement in reviewing the safety procedures

Source: Developed by the researcher

Around 56% of the participants are agree that they are always involve in reviewing safe work procedures, and they are using these procedures, while 4% from the participants are disagreeing and 40% from the participants chose not to answer.

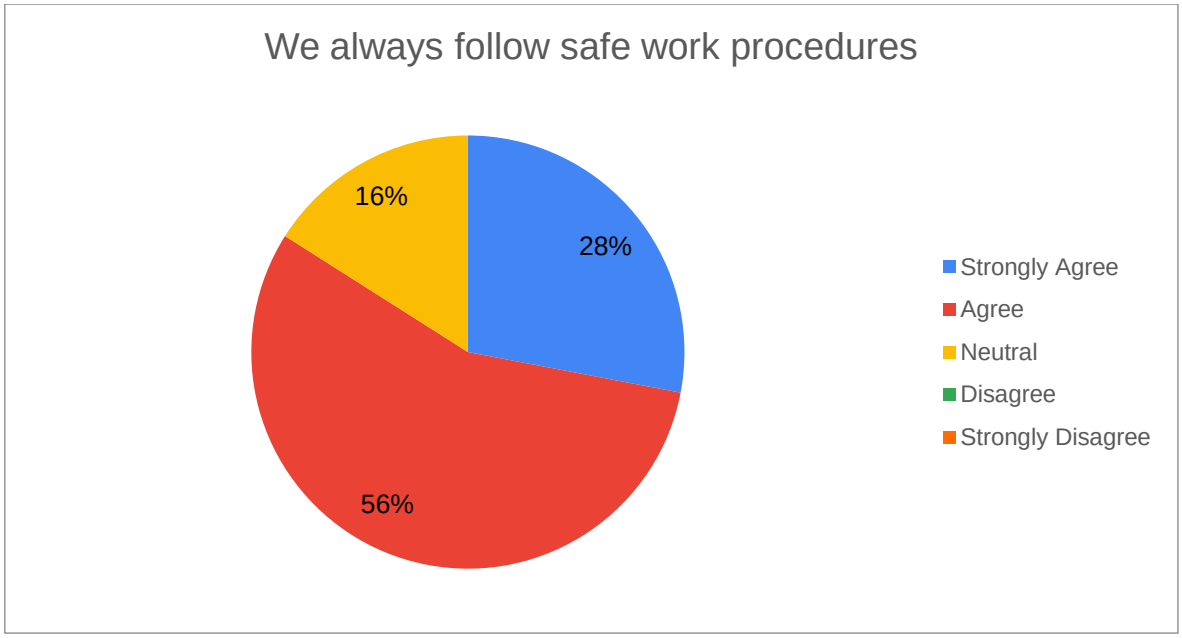


Figure 33: Level of compliance to safe work procedures

Source: Developed by the researcher

Most of the participants are agreed 84% that they are always follow safe work procedures.

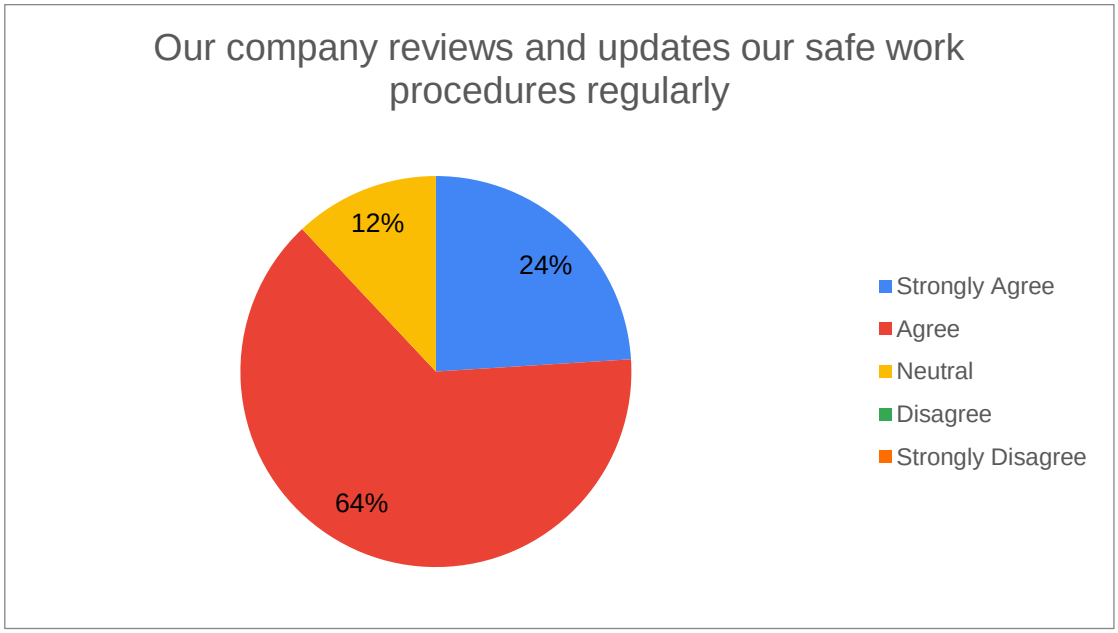


Figure 34: Frequency of safe work procedures review

Source: Developed by the researcher

Most of the participants are agreed 88% that the company reviewing and updating the safety work procedures regularly.

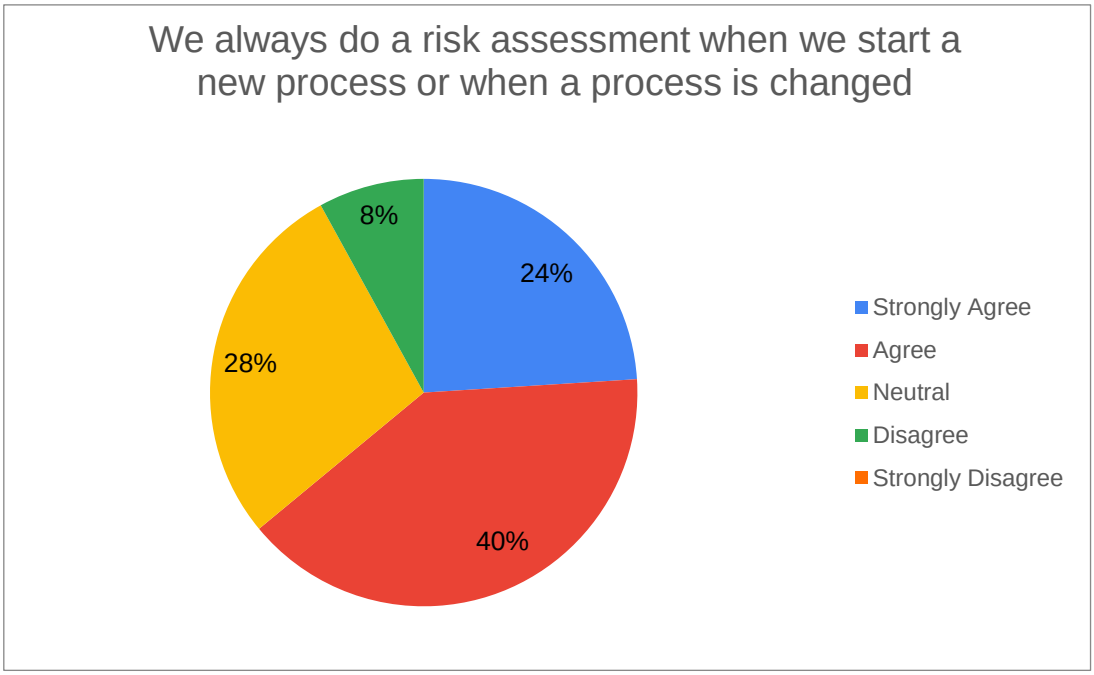


Figure 35: Risk assessment frequency

Source: Developed by the researcher

Most of the participants are agreed 64% that they reviewing and updating the risk when they changing or implementing new process, while 8% from the participants are disagreeing.

5.3 Interpretation and Future Direction:

Reflecting on the responses from the interviews, there is clarity about the role of leaders concerning the safety culture, the questions seem to measure what is supposed to be measured. The researcher thinks the performance of the questionnaire seemed better than the interview. The research's findings address a disparity in terms of the perceptions of safety practices among employees and management. As 96% of respondents has addresses safety as a priority, only 36% has understood the necessary practices, while indicating the significant gap for communication. 52% has believed employed can easily bypass the rules without facing any consequences, and that conflicts with 92% who trusts management's commitment to safety. The area for improvement here is to elaborate more and providing chance to respondents to explain in more depth. As novice researcher, it was a bit nervous, and the researcher was not full comfortable to manage the interview in form of dialogue instead of closed-ended questions.

Now, it was realized, and the researcher think he will be more proactive and familiar with more 'digging' interviews, and learnt that it is more useful to conduct the questionnaire first then conduct the interview because the outcomes from the questionnaire analysis can inform the questions in the interviews and gear it towards deeper insights and investigation. It also gives the researcher more capability and mastering the topics under investigation/inquiry.

Moreover, it worth mentioning that the pilot study has been very useful as the researcher conducted 6 interview using Zoom due to the Covid-19 lockdown. The purpose of the interviews is to test the clarity and validity of the interview's questions (tabulated in table 4.1). It also worth mentioning that in Arab culture mostly respondents are not usually comfortable about writing surveys, and this is a reason of the gap found in the pilot project between the survey and the interview results (Gengler et al., 2021). Not only this but the MENA setting is known to pose certain challenges for survey research, due to conservative cultural norms and scholars have given special attention to how these and other contextual factors may introduce bias in Arab opinion surveys. For instance, previous research has examined the effects of systematic nonresponse when Arab respondents distrust a survey sponsor (ibid, 2021); refusal to answer survey questions due to doubts about survey confidentiality (Benstead 2018); and measurement error on sensitive items due to a lack of survey privacy during the interview.

5.4 Pilot Study Conclusion

The researcher is more comfortable and capable of conducting research and gather data. In addition, this journey has helped the researcher to be able to relate to the literature and gather evidence related to the research questions and objectives. The data presented in the previous sections in this chapter will pave the road for more clarity and understanding of the research phenomena and the interrelations among the studies topics. The pilot was an eye-opener for the researcher because before started gathering the data in this pilot the researcher was taken by the technological and financial advancement in my home country and specifically in this sector, however data spoke louder than the researcher presumptions or beliefs, was taken by surprise with the gaps and areas for improvement around the culture of safety and the role of leadership. It was noticed that some respondents do not fully appreciate of 'digest' the importance of safety and how it directly impacts their health, well-being and life. It is believed that the researcher conducted the complete study, and will witness more facts and will be able to provide relevant and valid recommendations concerning the research agenda around this body of knowledge. The results from the questionnaire did not tally with the response from the interview i.e. the story told by the managers are more positive or falls within wishful thinking.

This gap between the two stories encouraged me to include a third data collection tool which is focus groups or probably few interviews with employees and supervisors to further understand the challenges that they face. This is subject to further discussion with my supervisory team.

The next sections of the chapter provide more clarity and also helps towards a thorough analysis in the following chapter.

5.5 Main data collection and findings:

The researcher collected primary data via semi-structured interview focus groups and used secondary data routinely collected by case study organisations during their regular operations. Observations and conclusions will be drawn qualitatively using tools such as note-taking and interview-matrix sheets; cause-and-effect diagrams can be used when needed. The data analysis was carried out using quality tools such as bar charts, Charts and Pareto Charts. Kahn and Cannell (1957), cited by Saunders et al. (2016, p. 318), have defined an interview as 'a purposeful discussion between two or more people. In this context, semi-structured interviews were used to gather data, in addition to observations and secondary data, that related to the research questions and assisted in achieving the research objectives. This tool becomes useful, especially for managers who did not want to disclose sensitive information that may be required using qualitative survey methods. In cases where better explanations of opinions and responses are required from the respondent, the interviews help to give a further nudge and gently probe deeper to get reliable information. The interviews facilitate some sensitive discussion by creating a trust to allow more depth in the discussion and creating a safe space. This observes non-verbal cues while ensuring confidentiality, customizing the questions and demonstrating an active listening. Also, some respondents prefer to be interviewed than filling questionnaires as they can err their opinions better with interviews (North et al., 1983, cited by Saunders et al., 2016, p. 324). In the long run, respondents who would have quickly ticked off a questionnaire will be required to provide reasons for their choices during interviews (Saunders et al., 2016, p. 324). The researcher conducted data collection in July 2021 for a period of six months based on online semi-structured interviews due to COVID-19 restrictions. A total of ten public departments have been covered according to the table 4.1.

Company	No. of Interviewees	Respondents Code
Company A	3	RA1-RA3

Company B	3	RB3-RB3
Company C	7	RC1-RC7
Company D	7	RD1-RD7
Company E	7	RE1-RE7
Company F	4	RF1-RF4
Company J	5	RJ1-RJ5
Company H	2	RH1-RH2
Company I	11	RI1-RI11
Company J	2	RJ1-RJ2
Total	51	

Table 6: Case Study Organisations Coding

Source: Developed by the researcher

This data summarizes the number of interviewees from various companies involved in the research, along with their corresponding respondent codes. A total of 51 interviewees were surveyed across nine companies, with Company I having the highest number of respondents.

5.6 Coding and maintaining confidentiality:

The narrative framework approach was adopted to combine events together from the in-depth interviews and documents for emerging themes. This is then presented as a narrative with themes to highlight in addressing and addressing the research problem and questions. With the use of Word Clouds thematically coded responses were word/short phrased where the data was assigned descriptive labels allowing the researcher to identify related content across the data.

The researcher signed an Ethical document on 23 January 2019 with the university, than received Ethical approval & Request for information letter from University on 10 April 2019 . the researcher developed the Consent letter and sent it to the participant's organisations, the ten organisations have been masked using letters from A to J and the respondents were masked using a code that contains the letter R followed by the organisation code and the number of the interviews in the itinerary. The sheet that contains the names and codes of participants was protected using a password and saved on a computer that is not connected to the internet. This

sheet would be deleted after the completion of the data analysis and the requirements of the thesis. The researcher used font colour to highlight the key themes that emerged from the responses and simple lenses were developed to look through them the response that can be summarised as follows:

Themes
1. Role of Leaders
2. Safety Practices
3. Empowerment Level
4. Sustaining the Safety System
5. Challenges at Workplace
6. Safety Culture Awareness

Table 7: Themes

The themes have been generated through a qualitative assessment of the data collected from interviews with leaders who are working aby Abu Dhabi's government sector. By identifying the recurring concepts and patterns in response to the leadership roles, safety practices, empowerment, challenges, and culture I have distilled different findings into 6 themes that encapsulated the focus of the research

5.7 Data Analysis using Word Cloud

Collecting data was done based on face-to-face interviews due to COVID-19 restrictions. Interviews with a sample of 51 safety leaders, among 10 different organizations. The semantic network theory addresses the word clouds, as it addresses relationships between words based on the associations and meanings. World Cloud visually addresses frequency and relevance of terms, while highlighting prominent concepts regarding the body of text and facilitating an understanding of underlying themes. Their responses were recorded in a form of questions and answers. The answers were open-ended, and respondents were free to share their thoughts and the practices they implement or are being implemented by the organization. A qualitative analysis was based on analysing the content and narrative of the sample size, where their feedback was classified and coded to identify and categorize the main patterns and themes. This classification was based on "word and phrase repetitions", then ingested into a Word Cloud smart tool, for the creation of the Word Cloud Map. Word cloud is an image composed of words used in a particular text, in which the size of each word indicates its frequency or

importance. There are free available online tools to be used for creating the images, where this tool1 is used to generate the images included in this study.

Word Cloud is a collection, or cluster, of words depicted in different sizes. The bigger and bolder the word appears, the more often it is mentioned within a given text and the more important it is. The classification of high importance phrases was done based on relevance and frequency. For example, the phrase "Regular Awareness" in *Q6 - Can you please tell how the company management goes about raising the awareness and promoting a safety culture within the company.* Had a relevance rank of 100% to the question, and a 33-frequency rank, where 33 out of 51 respondents repeated the phrase, which highlighted its importance to the question and best practices implemented.

Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting a Safely culture in the workplace? *(Sample size: 51 respondents)*

100% of the leaders agreed that their key role within the department is to ensure cascading all safety requirements to all employees. Cascading refers to the process of systematically communicating the data and directives from higher levels of organization down to the lower levels. This enquires the fact that all staffs have been informed and aligned with safety needs. Regarding this, it addresses that leaders are highly responsible for transmitting safety protocol and guidelines for every employee within the departments for promoting a culture of safety. The measures taken are 1) ensure that all employees understand what the safety rules are to be implemented by them at work. 2) lead by example; before asking the employees to implement it and acting as a role model by regularly evaluating the safety measures taken at work. 3) ensure the promotion of the safety culture and implement it in the daily activities. 4) Nominate employees to attend safety-related training and ask them to share the knowledge gained to their colleagues.

Leaders' anecdotes:

*"**RA2:** To promote that safety culture within the members of the team and to help them understand how it impacts them".*

*"**RC4:** The role is to act as lead-by-example. I am responsible to develop framework policies, procedures and how to act if there is a preach. I must keep in mind to promote safety culture*

[1] https://www.freewordcloudgenerator.com/generatewordcloud

and mentor my employees to report anything going wrong, that will give chance for correct action".

*"**RD3:** My role is to make sure my employees received the required training about the safety culture and to report any violation to the safety rules and send that employee to attend the training again and make sure he understands what is required from him"?*

Figure 36: Word cloud representation of question 1.

Source: prepared by the researcher

Q2 - To which extent you are able to practice this role at the workplace? *(Sample size: 51 respondents)*

Responses showed that almost 50% of the leaders are always on top of delivering their responsibilities when it comes to compliance with safety rules. They highlighted that by responding with *"I can stop the work if there is any safety concerns – RA1", "I can do that in great extent – RA2", "One hundred per cent, as the last evaluation of my administration in terms of compliance with safety standards was excellent – RC2", "I believe one hundred per cent because my role is to assure complying with the existing procedures – RC3"*

While the rest of the responses were stating that leaders can dedicate between 70% to 90% of their bandwidth to practice their role at the workplace. There were reasons for this statement, such as: the need to dedicate more time to training employees on how to maintain a safe culture, share safety-related information and discussion group with the rest of the team.

Leaders are aware that a safety culture needs to be adopted and integrated into all employees' behaviour. Implementing safety procedures is their top priority, along with educating employees about safety and its best practices.

Some of the good practices, implemented by leaders were discussing safety issues with their team during morning huddles, having casual chats during lunch and coffee breaks, and regular internal communication by emails to employees. It worthy to mention that the following word cloud a bit confusing as it shows only the most repeated statement and % of respondents who mentioned it i.e. 90% said 'to high extent' while, while 80% of the respondents said '80%-90%' and 95% of the respondents said '70%-80%' the figures without % means very small number mentioned it i.e. could be one person hence it does not show the %.

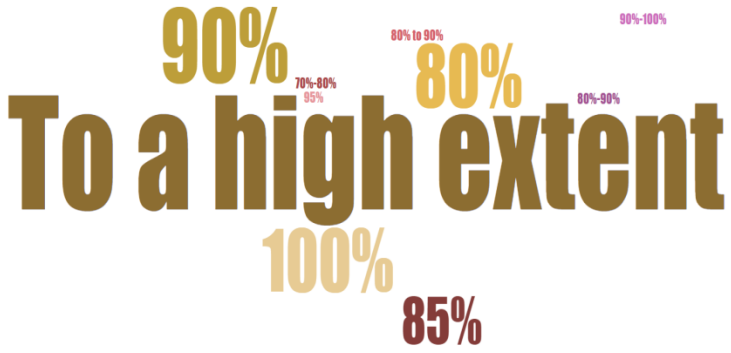


Figure 37: Word Cloud representation of Question 2

Source: prepared by the researcher

As the answers of question no. 2 contained a mix of percentage of informants and percentage in their responses, the word could could be a slightly confusing hence, the researcher thought to provide an additional explanation and representation of the same data in a different format. Responses showed that 47% (24/51) of safety leaders are always on top of delivering their responsibilities when it comes to the compliance of safety rules. They highlighted that by responding with *"I can stop the work if there is any safety concerns – RA1", "I can do that in great extent – RA2", "One hundred percent, as the last evaluation of my administration in terms of compliance with safety standards was excellent – RC2", "I believe one hundred percent, because my role is to assure complying with the existing procedures – RC3"*

While 14% (7/51) of the respondents stated they can dedicate 90% of their bandwidth to practice their role at the workplace, followed by 12% (6/51) stating they can dedicate 100%. And the responses of remaining 27% (20/51) varied between 60% to 85%. The figure below shows the distribution of responses. There were reasons for this statement, such as: the need to dedicate more time to train employees on how to maintain safety culture, share safety related information and discussion group with the rest of the team. Leaders are aware that safety culture needs to be adopted and integrated into all employees' behavior. Implementing safety procedures are their top priority, along with educating employees about safety and its best practices.

Some of the good practices, implemented by leaders were discussing safety issues with their team during morning huddles, having casual chats during lunch and coffee breaks, and regular internal communication by emails to employees.

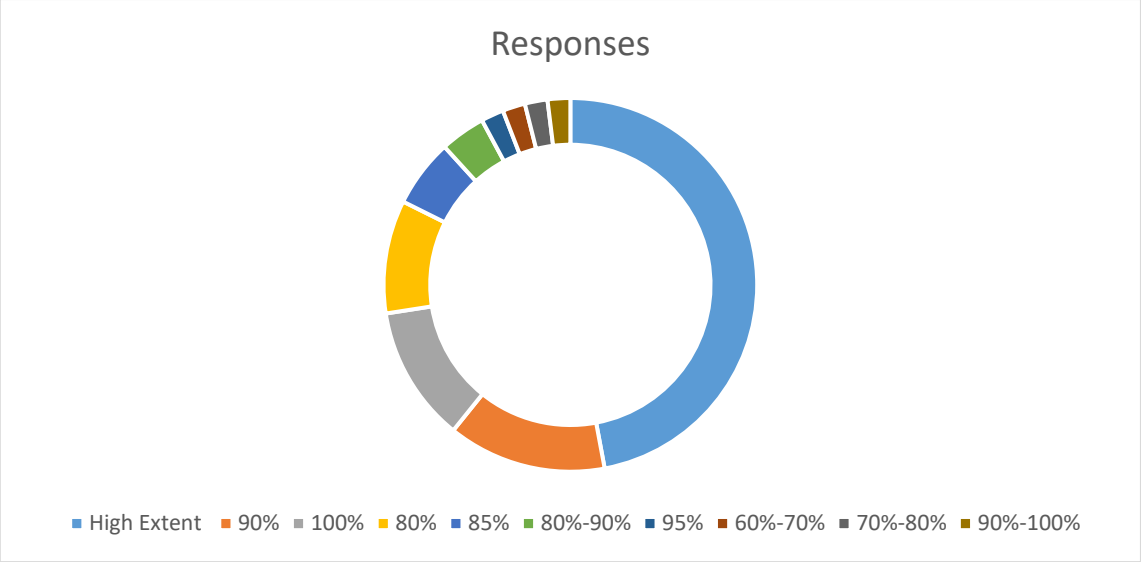


Figure 38: A different representation of the word cloud

Source: Prepared by the researcher

Q3 - How is organizational safety preserved? what done already? please provide example

(Sample size: 51 respondents)

There is an intense dedication to the training and education efforts, to share awareness among all employees. While the efforts toward developing and implanting safety-related procedures and policies were not highlighted enough during the interviews. However, safety leaders have been playing an integral role to increase the level of awareness and education about safety to all employees, especially during the period of the Covid situation, through regular meetings and emails.

Adopting the safety instructions and procedures shared by the government, was a key activity to ensure the compliance of health and safety-related activities. Good practices were implemented in some of the companies, such as 1) regular safety evaluations and assessments. 2) development of internal systems (i.e., Markaz) to capture violations and provide feedback about them. 3) forming a resolute safety team and committees to share knowledge and awareness. 4) revise safety-related procedures and manuals in a regular basis. 5) developing a system to capture the lesson learned to share best practices and action items with employees. 6) Build an organizational system that embeds and promotes a safety culture. 7) developing and linking the individual KPIs with the safety performance of employees.

Some of the shared examples are: *"**RA3** – provide safety measurements in each meeting". "**RC7** – following the rules from the government, for example, all services were moved to virtual, all meetings moved to be online, not physical, monitoring enters and exits for the*

*employees and the customers, Al Hosn application implemented, PCR tests required regularly". "**RE1** – the company changed the employees' desk to be bigger and to help maintain distance between them". "**RJ1** – develop corporate and individual KPIs that encourages safety, build a governance for reporting safety elements like committees"*

Figure 39: Word cloud representation of Question 3

Source: Prepared by the researcher

Q4 - Can you please tell me about the challenges facing you as a leader in promoting a safety culture? *(Sample size: 51 respondents)*

The major use case for challenges was diversity and multicultural. This caused employees to have different view about what to be considered as a risk and what is not. This leads some employees to be incompliant with the approved safety rules and procedures *"**RC1** - Some employees have the principle of indifference at work in terms of implementing safety measures, which they consider a simple and unimportant thing", "**RC4** - The main challenge is the level between the communicated awareness and the employees understanding", "**RH1** - Some of the employees get the instruction but they act differently"*

Budget constraints is one of the main challenges, as the budget designated for improving health and safety is not always available *"**RE2** – Operational costs is also a challenge, especially when you are not spending enough money to maintain health and safety", "**RD2** - There isn't enough plan budget available to raise safety awareness for the employees"*

Other challenges are working under pressure, where employees will struggle between completing their main tasks and following the safety procedures, disconnection between employees in the site and head office, and working remotely due to the Covid pandemic, which affects the communication.

Resisting change and being compliant with the safety rules and procedures is one of the main challenges, as employees resist following these rules along with misunderstanding the rules due to language barriers.

Figure 40: Word cloud representation of Question 4

Source: Prepared by the researcher

Q5 - Why do you think these challenges are there and how the management plan to overcome them? *(Sample size: 51 respondents)*

The major root causes of challenges as per the data received were: 1) lack of understanding, due to language barriers as the companies have employees from different nationalities "***RD3*** *- Multi-culture differences at the workplace with different backgrounds, and the environments they came from are the reasons, also different levels of education between them its effect how they received and understand the information".* 2) employees are always more focused on completed their tasks, and due to the workload, they do not pay attention to following safety rules and procedures in favour of completing work on time *"**RA2** - Because sometimes people are always focused on the work more than safety and others don't think that the rules are applied to them"* 3) human factor and nature, as observed and reported by safety leaders; it was stated that most of the time people are not compliant because they do not believe in safety culture, and people tend to not follow the rules, resist change and find excuses for shortcuts *"**RH1** - Human nature, where some people resist changes, and others use shortcuts to complete their work depending on their over trust and their long years of experience which most of the time leads to human mistakes occurring"*

However, on the positive side, leaders are taking actions to overcome these challenges, such as: 1) improve the current awareness activities, involving multilingual content so it will benefit a wider audience due to the diversity in companies, improving awareness came in the first

ranking. 2) leadership involvement, as it will motivate and encourage to comply with the safety rules. 3) develop reward and recognition programs. 4) disciplinary actions for major violations. 5) integrating individual safety related KPIs with employees' performance.

Figure 41: Word cloud representation of Question 5

Source: Prepared by the researcher

Q6 - Can you please tell me how the company management goes about raising the awareness and promoting a safety culture within the company? *(Sample size: 51 respondents)*

All leaders agreed that conducting regular awareness would be a better solution to improve the level of awareness and education for employees. Some best practices were adopted, such as 1) provide multilingual awareness materials to accommodate diversity among employees. 2) using Microsoft Teams to ensure social distance is implemented and to reach out to employees working remotely. 3) increase the duration of the training sessions to ensure maximum value and content are being delivered.

Other practices to increase the level of education also were implemented by top management, through their personal involvement by sending regular messages and emails to employees, reminding them about the importance of following safety procedures. Leading by example, through the open discussion, walk down, and coaching sessions. Budget allocation dedicated to training and awareness was one of the good practices implemented, along with dedicating a reward and recognition program for recognizing employees who follow the safety rules. Linking individual safety related KPIs to compliance with the safety procedures during the performance evaluation and taking disciplinary actions against violators were proposed ideas.

Figure 42: Word cloud representation of Question 6

Source: Prepared by the researcher

Chapter Six: Discussion of Findings

6.1 Chapter Introduction

The given chapter will demonstrate findings of the research by presenting analysed data in objective and simple manner for providing better understanding of research topic. Here, the researcher will present discussion of findings in a neutral and objective manner by combining analysed data with the research objective. It involves interpreting the data and discussing its meaning. The research involves presenting and describing the findings which are analysed further and identifying its support towards research topics (Yorio et al., 2021). The given research is based on analysing the role of leadership in promoting organisational safety culture in Abu Dhabi UAE which involves briefly out lining the major findings and presenting an in-depth detail of research in a coherent and logical manner so that the reader able to understand the context of the research and its objective.

Here, the researcher will interpret data which has been analysed and also demonstrate Literature linkages of the research. Here, the Importance/Implications, Limitations and Applications of the research topic will also be presented. The given chapter will determine and describes findings of the research while analysing gathered data about the role of leadership in promoting safety culture in the organisation. The main purpose of using data collected is to answer research questions and providing insights of the gathered information. The chapter will focus on discussing the role of leaders in promoting organisational safety culture through reporting hazards on a regular basis which helps organisation in keeping a secure work environment and regularly checking for hazards and reporting them to appropriate staff

member. The findings will help readers in getting insights about the benefits of implementing organisation's safety culture in the Abu Dhabi government and all the required safety management practices and programs can be used for employees working in the government sector. The discussion of findings will help readers in understanding the significance of the safety culture in the organisation.

6.2 Discussion of Key Findings answering the Research Questions

The discussion of findings helps researcher in answering the research questions and provide a brief description about how the researcher will focus on approaching result write up by placing research in context and linking it with research questions. It also helps readers in understanding in-depth detail of research and getting a clear idea about what is the purpose of research objectives. The chapter will present analysed data in a structured and systematic manner by highlighting findings in a most appropriate manner and using information which has already been documented about the role of leadership in promoting organisational safety culture in Abu Dhabi UAE.

6.2.1. What are the leadership styles currently employed in Abu Dhabi Government Sector?

Findings

Leadership in the government sector is largely and positively constantly associated with various beneficial outcomes such as efficiency in performance along with negative association with turnovers. A wide range of leadership styles demonstrate how the public leaders are leading in an effective style to promote safety culture in an organisation by controlling and monitoring safety management and practices (Aburumman et al., 2019). The findings align with the research questions by identifying the **bureaucratic, laissez-faire, and democratic** leadership styles currently employed in the Abu Dhabi government sector (Q1). These styles promote organizational safety culture through effective management practices (Q2). Challenges in workplace safety include adaptability and resistance to change (Q3), which can be mitigated through targeted training and stakeholder engagement (Q4). The implementation of effective and appropriate leadership style helps public leaders in feeling encouraged for performing effective practices to become an efficient leader. In the current time, bureaucratic leadership style, Laissez-Faire leadership style and Democratic leadership style has been employed by the leaders in the Abu Dhabi Government sector. Research has addressed that Abu Dhabi Government sector applies different leadership styles, such as; **bureaucratic,**

laissez-faire, and democratic approaches. For example; has highlighted the effectiveness of bureaucratic leadership for stratified environment. The Emirates Institute for Banking and Financial Studies emphasizes adaptability of the leadership styles in response to the changing workplace dynamics

The use of bureaucratic leadership is highly employed and followed in the government sector of Abu Dhabi as it involves setting rules on how work needs to be done along with in ensuring the members following procedures accurately by bureaucratic leaders (Adjekum & Tous, 2020). The use of appropriate leadership style helps leaders working in the government sector proposing effective strategies to promote safety culture in an organisation by promoting new ideas and of wingless control along with more freedom. This leadership is considered suitable for managing risks that are related with safety and ideal to manage safety in regular activities.

Interpretation

The findings interpretated that with the help of appropriate leadership styles leaders can create a positive impact on the organisation. It has been interpreted that leadership styles consist of a behavioural approach which has been employed through public leaders for influencing motivating and directing their followers (Ali et al., 2009). The interpretation of findings regarding this context employs thematic assessment that identifies and assesses patterns or themes within the qualitative information. By assessing the leadership styles and their effects on the employee motivation and commitment, researchers can create connections between specific behaviors and organizational outcomes. Such approach enables deeper understanding of how the public leaders influence followers. With the help of appropriate leadership styles leaders can determine how they execute effective plans and strategies for achieving the objective identified in the organisation and responsible for fulfilling the expectations of stakeholders along with maintaining well-being of employees and creating a positive working environment.

The achievement of targets is majorly dependent on leadership styles in the government sector and with the help of different leadership styles the government organisations in Abu Dhabi can experience a positive impact on increased employee motivation and commitment. Leaders place a crucial role in inspiring employees working in the government sector for achieving a certain vision for the organisation and themselves that often helps in working effectively (Alidrisi & Mohamed, 2018). It provides knowledgeable simulation that helps employees in

engaging with subordinate nationality and helps them in challenging their assumptions along with thinking about traditional problems by using innovative and new ways.

Literature linkages

Implementation of leadership style provides individualise consideration to leaders in the link with how they can treat employees by recognising their working behaviour and it creates a major impact on leadership style. The use of bureaucratic leadership style helps in proposing effective strategies in the government sector and it involves considering and following established regulations procedures and rules (Yorio et al., 2019). The implementation of bureaucratic leadership is based on decision making. Various researchers have identified that leadership is accurately defined as a passive approach. In this Laissez-Faire leadership style, leaders offer the team members with required information tools and resources for carrying out different work tasks. Involves effective approach of empowering employees which are self-motivated, creative and skilled. Since, the culture in Abu Dhabi has been changed within the government sector these leadership styles will help the government sector to provide freedom to the employees to demonstrate their creativity and innovation.

The literature has also identified the implementation of democratic leadership styles in which leaders are making decisions depending on inputs which are received from their team members. The literature indicated the fact that democratic leadership fosters a collaboration and innovation as observed for Abu Dhabi's Department of Community Development. Leaders has actively solicited the input from team members before making the decisions and this resulted in higher employee engagement and satisfaction. It is a consultative and collaborative leadership style in which every team member received an opportunity of contributing towards direction of the ongoing project

Importance/Implications

The identification of leadership styles which are currently employed in the Abu Dhabi government sector will help in understanding the role of leaders and significance of leadership in increasing efficiency in the government sector (Almazrouei et al., 2020). As addressed in Abu Dhabi's government sector has highlighted the fact that leaders often switch between the transformational and transactional styles to enhance the efficiency. For instance; during the time of Covid 19 pandemic, leaders at the Abu Dhabi Health Services Company SEHA have adapted their styles for ensuring employee well-being and maintain better service delivery. It has been identified that no leadership style is every situation in an organisation and there is no

appropriate way of leading along with their mind as a possibility of switching between various leadership styles. The leadership style is considered significant as a demonstration of the personalities of leaders along with their experience in managing employees and their requirements.

Limitations

The results in the study are explaining about the different leadership that are currently employed in the government sector of Abu Dhabi and their role in increasing efficiency and productivity in the organisation. However, the research study has not focused towards demonstrating the limitations of these leadership styles (Al-Bayati et al., 2019). The bureaucratic leadership might not be considered appropriate in the current working scenario where employees have turned into major asset to manage an organisation rather, it is used in cost-effective organisations. Similarly, Laissez-Faire leadership required keeping a check as it might create confusion if the team is not manageable or organised and it ends up doing completely different things just opposite to expectations of leaders. On the other hand, democratic leadership established agreement in between team members which might be costly and time consuming and creates inefficiency.

Applications

The findings in the study are significant as it will help readers in getting insights about the significance of leadership styles in the government sector. It has been recommended that a leadership style has been adopted by any leader by combining their personalities experience and level of emotion intelligence along with way of thinking. The research has addressed that effective leadership style has significantly affected employee engagement and performance. For example, has identified 6 leadership styles, while emphasizing the fact that leaders who adopts their style to fit perfectly for the situation, such as; suing democratic approach for fostering the collaboration. This tends to achieve better results and outcomes. In UAE's government sector, leaders of *Ministry of Interior* have applied transformational leadership for enhancing morale and tam works. Hence, it is required for leaders to understand that they need to focus on adopting a leadership style which is associated with the combination of characteristics and traits and determine how they can perform effectively to manage employees and their requirements.

6.2.2. How does leadership influence promote organisational safety culture in the government sector in Abu Dhabi, UAE?

Findings

The findings demonstrate that developing a safe working place is not only about just following rules and regulations but it also consists of developing a culture in which safety refers to a core value. Hence, for building a robust and effective safety culture it is required for leaders to implement effective leadership in which they are involved and committed. Effective leadership style begins with top levels of organisation in which top leaders are privatizing safety by sending a clear message that safety is not compromised and negotiable. With this commitment leadership can able to manage different safety practices in the whole organisation and influences how employees are perceiving and prioritising safety in their regular activities. In the given context leadership place a crucial role in promoting organisational safety culture in the government sector in Abu Dhabi UAE by leading through an example and following safety protocols along with advocating safety visibly at all the times. It involves participating effectively in safety training by promoting open communication related to safety concerns along with recognising and further regarding the safe behaviours demonstrated by employees.

Interpretation

The findings of this study interpreted that leadership is effectively related with the support values in the organisation; mostly, it has the significant consequence of different leadership on emotional discovery which has improved when employees thought of their feelings and well-being as place where help and encouragement have value. (…….) have addressed that transformational leadership enhances employee well-being by fostering the environment of support and encouragement. For instance, (……..) has found that employees who works under the transformational leaders has reported higher job satisfaction and emotional well-being. In UAE's public sector, leaders implement supportive practices, such as; regular check-ins and mental health resources. This has improved employee morale and higher performance. This can be noted for having an improved employee morale and performance. The organizations such as; Abu Dhabi Ports has adopted different leadership styles, which caused more engaged workforce and reduced rates of turnover. Also, leadership also involves manipulating shared understandings and behavioural norms. Therefore, effective leaders focus on making effective efforts to develop culture arrangement, perpetuation, and modification of safety culture within organisation (Andelia et al., 2023). The findings also interpret that leadership styles can influence a worker's work fulfilment level, Consequently, the job satisfaction of employees

depends on leadership style which leads to promoting safety culture in organisations. Leadership is responsible for establishing safety expectations in organisation by developing and communicating a comprehensive and effective safety policy is within government sector Abu Dhabi and clearly outlining the dedication of organisation towards safety practices and responsibilities of employees at every level along with their efforts of meeting safety standards.

Literature linkages

The literature demonstrates that previously, leaders are responsible for assessing the relationship with employees working the government sector of Abu Dhabi in which the leader orders in a general and controlling manner that employees can go ahead and follow up. Nonetheless in the current time, the leaders allow their employees to use opportunity than apply their abilities and make commitments in the organisation which helps in fulfilling safety expectations within organisation and promoting safety culture. Various researchers explained that the use of Democratic leadership and Laissez-faire leadership are considered feasible in the circumstances that promotes safety practices and depend on upon the individuals who are focused towards understanding the importance of safety culture . The democratic leadership style offers complete adherence to principles and measures that helps employees in considering fair practices. The implementation of effective leadership leads to actively promoting safety culture in an organisation by enforcing procedures and policies and developing an environment in which safety is considered core value in the culture of company.

Importance/Implications

In any organisation safety of the culture is as important as the leadership abilities in an organisation. By implementing skills, attitude, behaviour and characteristics leaders can set an example by using resources which are deployed in their presence and understanding how leaders can inspire team members and encouraging safer for behaviour in the and text of safety. Leadership influences highly in promoting organisation safety culture in the government sector in Abu Dhabi UAE as safety leadership is a major component in the success of safety culture and within an integrated culture safety is the responsibility of everyone. Effective leadership can have the ability of changing all the traditional ideas associated with safety in Abu Dhabi and provide innovative ways by which employees can implement effective transformation specifically in Abu Dhabi.

Limitations

The results in the study are explaining about the role of leadership and its impact on promoting organisational safety culture in the government sector in Abu Dhabi, UAE. However, the research study has not focused towards limitations of leadership styles. As leadership required more control and their job and more decision-making power sometimes employees get frustrated by controlling more. Leadership styles also have limitations of higher expectation and it results into more stress in the employees and leaders as well. It is expected from a good leader for not just performing and delivering effectively but is required for them to inspire others so that they can perform well in bad and good times. It has been identified that the role of leadership also requires inspiring others which is a complex task as leading a team and guiding change sometimes frustrate employees and they are not ready for adapting change. It has been recognised that absence of leadership is considered one of the major reasons behind less employee retention, lack of safety culture within government sector and undeniable level of disaster repetition in many government development projects working in Abu Dhabi.

Applications

It has been recommended that leaders need to focus on adapting effective leadership style by offering morale, support and encouragement to the team members by understanding their safety requirements, their opinion to maintain a positive safety culture withing government sectors of Abu Dhabi. Many times, the government sector faces resources shortage. conflicts in geopolitical context, climate crisis and energy ecological transition which creates risk in the industries that are operating under the government sector and facing a context which is for the characterized through increase in uncertainty. As there are various manufacturing and construction industries operating in Abu Dhabi hazards have become a part of their everyday life. Hence, at this time the implementation of classical and effective leadership for safety are required that helps in changing dimension of safety culture in an organisation. The construction sector in Abu Dhabi has been heavily influenced by different government policies and regulations, as government has been noted as a major investor for infrastructural projects. The Abu Dhabi Vision 2030 plan has prioritized sustainable development while necessitating strict adherence to safety standards for construction processes. Government agencies, such as; OSHAD, enforced the compliance with safety regulations, that directly affects the construction practices. An effective leadership structure for government organizations can promote the culture of safety across the construction sector.

6.2.3. What are the challenges faced by the leaders at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, UAE?

Finding

The promotion of safety culture in an organisation is all about combining leadership role with values attitude and perception of employees which is influencing how safely need to be maintained and practiced within the organisation. It is a collective and dynamic response towards safety messages by every person and individual involved in the workplace and needs to be characterized as the way by which things need to be done for maintaining safety culture in an organisation (Andelia et al., 2023). However, there are many times when work leaders face various challenges in developing a positive safety culture in an organisation which might hinder the process of improvement of workplace safety and health morale of the staff and leads to a major negative impact on the overall performance of organisation.

The lack of commitment of leaders towards safety and lack of support from top leadership makes impossible for developing and maintaining affective and positive safety culture in the workplace.

Interpretation

This study interpreted that leadership plays a vital role in any organisation and it is certainly associated with safety consistency. Both safety environment and trust presented significant relationship with effective leadership style. Unfortunately, there are various times when leaders are not able to understand the complex nature of safety culture and lack of ability in acknowledging the requirement of safety culture in an organisation which leads to inevitable development of a negative safety culture along with associated consequences such as major incidents accidents and injuries. It has been identified that if leaders are not focused toward authentic development of the safe behaviours, they will not be able to introduce safety related practice in the workplace and not able to address practically the requirement of health and safety challenges in the real time which is experienced and further responded by the work force.

The research demonstrate that the safety management needs to be applied by observation and followed through the development of endless list by leaders that result in an effective documentation which is not capable of improving the accident figures. If leaders are not practically and addressing the challenges and issues that occur and safety management the real time, they will not be able to respond to the work force and not able to combat the prevalent problem along with enhancing safety management.

Literature linkages

The development of safety leadership is based on developing a workplace culture which involves facilitating self-responsibility for safety which is considered a major challenge for leaders in the organisation. Many times, employees do not want to adapt to the safety practices which create hindrance and thrive in safety culture. Also, safety policy and systems are often conceived by not involving any workforce even after they are directly affecting frontline as a result staff feels ignored and devalued (Caldwell, 2017). But in reality, they are considered the major asset of the organisation and vital for developing a positive safety culture which is required to be built from the ground situation. Various researchers identified that leaders are facing numerous challenges at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, UAE due to lack of support from top management and poor communication with employees.

Importance/Implications

The findings in the study are significant as it will help readers in identifying challenges faced by the leaders at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, UAE. As discussed, the lack of management support is considered one of the major challenges in developing a strong safety culture in the workplace as if top leaders are not committed towards safety practices there is a possibility that employees will not consider it as a significant concern, they are various challenges faced by leaders in maintaining safety culture as the lack of integration in top levels of organisation affects all the aspects of operations (Chib & Kanetkar, 2014). It is required for leaders to focus on achieving the development of an effective and comprehensive safety management plan it is supported by top managers and leaders along with offering a regular communication and safety training so that they can ensure all the employees are enhancing their awareness about understanding the significance of safety at the workplace. Communication is also a major challenge that leads to employees receiving less information about safety procedures and policies in the organisation which leads to less possibilities of following safety policies by employees.

Limitations

The challenges faced by leaders are creating a major impact in promoting safety culture in organisation. Many times, if leaders are not reporting safety concerns and addressing it in a prompt manner it leads to lack of trust in between employees and decrease in the overall safety. It has been identified that the working abilities of leaders and practices of safety are affected by the worksite climate, organisational and safety culture at the workplace. Most prominently, the lack of leadership in promoting safety culture increases incidence and accidents at the workplace.

Applications

The findings in the study explained that organisational leadership plays an essential role in thoroughly addressing the challenges faced by leaders at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, UAE**.** This study recommends that it should be the responsibility of the leadership inside the organisation to support and keep a dedicated spotlight on the safety culture in which every worker can feel safe during working (Curtis et al., 2019). Also, for overcoming the challenges related to poor communication and inadequate leadership it is required for leaders to focus on establishing effective communication channels with the help of top management along with encouraging honest and open communication in between management employees and safety management (Caldwell, 2017). It is achieved by conducting regular safety meetings developing effective safety policies safety training and using safety resources and tools along with other communication tools to overcome the challenges. Many times, leaders also face challenges related to inadequate safety monitoring which can be overcome by establishing efficient safety monitoring systems like safety audits and inspections for identifying the potential safety challenges and ensuring to take corrective actions.

6.2.4. How to reduce challenges of safety culture in the organisations in government sectors in Abu Dhabi, UAE?

Finding

The leaders in in the organisations in government sectors in Abu Dhabi, UAE are facing several challenges in the workplace safety that can directly affect the workers both mentally and physically. With the rapid advancement of technology and using machines developed work is architecture is playing a crucial role in significant changes towards work place and employees who are not supported and equipped for adapting changing working environment will face a

substantial risk for themselves and also create challenges for others in the organisations (Da Veiga et al., 2020). In the middle-east nations like Abu Dhabi, rise of automation and advanced technology in sectors such as; construction has caused safety challenges. For example; Abu Dhabi General Secretariat of executive council has reported 20% increase in the workplace injuries in the construction sector between 2020-2022, has partly attributed to an insufficient training on new technologies. The survey done by OSHA UAE has found that 35% of staffs has felt unprepared for the technological changes. The major challenge face by leaders in promoting safety culture is lack of management support hence for reducing this challenge it is required for leaders to focus on prioritising safety at top levels of organisation and need to be integrated in every aspect of the company while performing different operations.

Interpretation

The finding interpreted that one of the most efficient ways to integrate health and safety culture in an organisation in the government sector of Abu Dhabi UAE is to equip employees by using appropriate skills for operating efficiently in the workplace. It is also required for leaders to focus on transforming safety culture in an organisation by making it more efficient and people centric as this approach will help them eventually in improving workers retention and business productivity (Diwan et al., 2021). It has been identified that the major workplace injuries and accidents happens because of an efficient safety culture in an organisation and leaders are responsible for ensuring that their employees have proper information about how they can practice safe healthy hygienic ways in using safety equipment for daily purposes. By upskilling employees' leaders can also provide support to organisations in developing a safer and healthy work environment.

The other challenge faced by leaders is insufficient safety resources as many organisations are not focusing on providing required resources for implementing effective and efficiency safety programs such as safety signage emergency response plans and safety equipment and it will create difficulties for employees in working safely and creating a risk of injuries and accidents (Gao et al., 2019). Hence, to overcome challenges it is required for leaders in the government sector of UAE to focus on ensuring that they are required to provide necessary resources for supporting safety programs and allocating sufficient funding so that they can support safety equipment purchases and other resources.

Literature linkages

The literature demonstrates that for improving safety culture in the organisation, it is required for leaders to introduce combination of various activities managed by leadership that focuses at understanding and care to all components of the incident in their organisations. An effective leadership use to improve the working environment, safety culture by utilizing different strategies (Gray et al., 2019). The implementation of effective strategies is used to build a positive safety culture in organisation by setting clear assumptions and driving arrangements of practices that strengthen top managements' trust, development, and support the execution of well-being frameworks and practices in the organisation related to development of safety practices.

It is also required for leaders to focus on increasing employee engagement in safety culture and behaviour which is considered essential for preventing illness, injuries and accidents. Nevertheless, many leaders are motivating employees in following safety rules reporting hazards and passive participating in the safety programs by developing an anonymous space for employees to understand their opinions requesting changes and boys their concerns related to safety management and practices used in the government organisations in UAE.

Importance/Implications

The findings of the study are significant as it will help readers in understanding the importance of activities and strategies used by leaders in mitigating the challenges related to safety culture. Leaders plays a vital role in reducing the challenges in promoting safety culture in the organisations in government sectors in Abu Dhabi, UAE by implementing effective leadership styles and strategies (Ismail et al., 2021). It has been identified that upskilling workers in the safety, health and well-being that significantly help leaders in mitigating risks which are associated with the challenges in promoting safety culture in organisation. The leaders can also focus on bringing together all the employees from different departments and different locations working under the government sector of UAE to discuss safety topics and sharing best practices to use related to safety.

Leaders can also focus on organising a safety training and workshop programs for demonstrating the significance of safety and teaching employees about how they can address incidents and hazards and promoting feedback and dialogue by the employees to reduce challenges related to safety culture in the workplace (Khan et al., 2018). Rewarding and recognising employees for demonstrating positive safety culture, performance and behaviour

is considered an effective way by which leaders can focus on reducing the challenges related to safety culture as it helps them in providing the required resources and ongoing education and training on the safety skills and topic.

Limitations

The study has effectively demonstrated the need of required strategies used by leaders in reducing the challenges associated with safety culture. However, many times leaders failed in implementing strategies that creates negative impact on the organisational safety culture. The study is limited of offering of providing effective ways by which leaders can adhere to compliance of safety culture within organisation and it is required to be developed according to organisational safety and behaviour that is modelled by the leaders and internalised through its members that serves making safe performance of the work that is possessing overriding priority for protecting the workers, environment and public.

Applications

Safety leadership is important and have a significant impact on safety among employees. In general leaders can conduct regular safety audits and inspection for monitoring compliance along with identifying safety gaps present in the organisation. By reducing challenges, leaders can focus on executing preventive and collective actions for addressing the root causes related to complaints and preventing recurrence of the incident accidents and hazards. For coming challenges, it is recommended for leaders to focus on providing feedback and required coaching to the employees for exhibiting unsafe behaviour in the organisation by explaining the consequences of their actions and risk associated with it (Khalid et al., 2021). By developing concise and clear safety policies in procedures it is easy for leaders to help employees in understanding and following safety management and practices.

6.3 Other findings from literature and data collected/analysed

The findings from the literature and gathered data will help researcher in demonstrating the significance of the research study. It will help readers in understanding the role of leadership in Promoting Organizational Safety Culture in the Government Sector of Abu-Dhabi, the UAE along with the responsibilities, duties of leaders related to organizational safety culture. The research findings have highlighted a pivotal role for leadership in terms of enhancing the safety culture as addressed by Abu Dhabi Occupational Safety and health Centre or OSHAD, that has established leadership frameworks which emphasizes higher accountability and communication. For example; ADNOC’s commitment to the safety has reflected in the

implementation of “Safety Starts with Me" campaign”, for the promotion of leadership engagement in terms of safety practices. Moreover, UAE Government’s “*Vision 2021*” has addressed the importance of safe working environment. The findings will also support readers in gaining a deep insight about potential areas to develop organizational safety culture and challenges in promoting organizational safety culture. The findings will also provide effective recommendations in promote organizational safety culture in the government Sector of Abu-Dhabi.

6.3.1 Leadership role in promoting organizational safety culture

Finding

The data from the literature and its analysis has demonstrated the importance of safety culture in organisations which not only provide healthy and safe working conditions in protecting employees from the harm but also, they help in improving productivity morale and increase overall organisation success. The most important and significant role of leadership is to promote workplace health and safety for developing a safety culture in the organisation. It means that by fostering shared set of belief values and attitude around safety will be supported and further reinforce through organisational practices and policies (Yorio et al., 2021).

Interpretation

The findings interpreted that decent and strong leadership provide employees with good and safe climate within the organisation to perform and demonstrate their abilities. The literature shows a significant link between the leadership and safety and this link impacts the implementation of occupational safety at workplace for maintaining the safety practices at workplace. It has been interpreted that leadership plays a vital role in promoting work place safety and health which ensure that employees are having all necessary resources for performing their jobs in an effective manner (Aburumman et al., 2019). This might include offering personal protective equipment executive safety procedures in protocols and investigating training and education programs. Through offering required resources to employee’s leaders ensures that all the employees will stay safe and they will contribute effectively into preventing injuries and accidents and supporting a safety culture in the organisation.

Literature linkages

The literature presented in the research demonstrated the role of leadership in creating a a positive working environment which is secure and safe and helps people in protecting them and offering reputation and resources. The establishment of safety leadership within the workplace helps leaders in maintaining a safe and positive working environment along with addressing the ongoing hazards and incidents with organisations. If organisations have leaders who are focusing on working with the team of individuals who are using advanced safety measures it will benefit their organisation by implementing various safety practices in the workplace (Ali et al., 2009). The literature has effectively linked role of leadership in the development of the safety culture. Leadership also helps in supporting the physical and mental health of employees along with preventing the accident and physical injuries. Leaders also promote safety culture by offering employees excess of health along with wellness resources like mental health support, on-site fitness facilities along with healthy options.

Importance/Implications

The findings are considered significant as it demonstrates the ability of leaders in developing a supportive and positive working environment which involves promoting the well-being of employees and encouraging them to take care of their own health. The data collected in the research shows that a great leader develops safety culture by adopting various strategies to sort out emergency or to drive the ways to deal with the dynamic problem in the organisation. Leaders are also responsible for encouraging effective communication which is critical for promoting work place safety and health (Alidrisi & Mohamed, 2018). Leaders can motivate employees by encouraging open communication through fostering the culture of trust in transparency in which employees feels more comfortable in raising issues and also reporting accidents.

Limitations

The study has effectively demonstrated the need of identifying the role of leadership in promoting safety culture in organisation. However, the study is limited as every situation requires different leadership style. The development of effective safety culture in the workplace has considered a major challenge for leaders and identifying change in employees' beliefs and perceptions related to safety hazards is completely difficult. Hence sometimes leaders are facing challenges in introducing safety practices to employees which leads to lack of safety culture within organisation.

Applications

Effective leadership also plays a crucial role in eliminating the traditional assumptions which are associated with health and safety in an organisation and focus on driving improvement by positively affecting the reduction of injuries and accidents in the organisations. The use of effective strategies and fundamentals helps leaders in developing tools for creating safer and effective work places by conducting positive changes in the already existing operating context of the organisation (Alidrisi & Mohamed, 2018). With the help of effective leadership leaders ensures organisations are having safety practices at all the levels and they are having the right mindset about health and safety. It also involves educating organisational leaders on how they can develop safe for the working environment and fastest liability by proactive learning and involving workers in all health and safety activities.

6.3.2 Processes and models followed in promoting organizational safety culture

Finding

The promotion of organisational safety culture is done by following effective processes and models. Since it has been identified that many organisations have following procedures and policies developed by their organisations related to safety practices it will help them in maintaining safety culture in organisations There are some models which can be followed to develop an effective organisational safety culture. The HSE culture ladder is an effective model that suggests assessing safety culture (Ayob et al., 2022). It is also considered an effective tool which is used for understanding the organisational culture which inversely identifying strengths in weakness and finding ways for improving it. It is an assessment method used for measuring the safety awareness within organization and conscious healthy and safe acting within companies which is basically focused on developing safety culture in an organisation.

Interpretation

The findings interpret that by following HSE culture model and effective producers developed within organisation a positive safety culture can be developed. HSE culture ladder consist of appraisal procedure that links how people analyse them and how other individuals understand them. It is projected against four HSE features such as rust, walking, priorities and the talk. The model is considered significant as it is measured for encouraging companies and organisations to work safely and effectively (Stemn et al., 2019). It has been identified that the higher safety awareness in organisation, higher is assigned ladder step in HSE culture ladder which is considered a certification system used for different industrial sectors in which physical

health and safety is considered a major risk (Bisbey et al., 2021) This model is used for assessing safety awareness in an organisation in different sectors energy construction and chemical industries.

Literature linkages

The literature demonstrates about the use of HSE culture model for promoting safety culture in organisation. As Hearts and Minds theory uses various apparatuses and methods to help the government encourage all staff to handle Health, Safety and Environment (HSE) is consider essential part in developing safety culture in organisation. It is considering tool can be used to understand an organisation's culture (Weaver et al., 2012). This model also focusses on identifying the strengths and weaknesses and find ways to improve it. The HSE culture model is used for promoting safety culture in the organisation and designed to change the management and support of a process improvement or program of organisational change.

The safety culture ladder is an effective model which indicates the development level in which organisations are operating in the safety awareness aspects. The model helps organisations in identifying their attitude towards safety and why the organisation is wasting their time on implementing different preventive which are not offering safety. It is required for company to focus on making investment for improving their safety behaviour and rewarding employees who are using safety practices efficiently.

Importance/Implications

The results of the findings matters as it will help readers in understanding models and processes followed by organisation in developing safety awareness within organisation. The safety culture models help organisations in understanding about the right mind set required for safety and health. Safety and health systems along with people’s interpretation related to opportunities and risk required to be rooted with the appropriate mind set which allows organisations in creating more efficient and improvement actions (Ward et al., 2018). It is required for organisations to follow appropriate procedures while promoting organisational safety culture such as focusing on required processes higher activities and equipment that are required to be tolerant of any violations errors and mistakes and have an ability of failing safely in the presence of controls which requires mitigating harm in the context of failures.

Limitations

The HSE culture ladder model involves creating situational awareness within employees. The leaders are actively inquiry in the work for specifically frontline workers about what is working within the system and initiate expanding and growing the characteristics of determining what is contributing towards any failure activities and what is negatively affecting promotion of safety culture in an organisation.

Applications

The HSE culture ladder is an effective model used for helping people to understand the importance of being aware of the dangers and hazards in their environment. Accidents are few and far between, as of the disastrous failures, except for those cases in which there was not, at the end of the chain, a non-catastrophic failure, and the organisational, the leader will have to explain what is more efficient to focus on what is going on right instead of what is going wrong (Williams et al., 2020). It has been identified that in every organisation there is a possibility that something works and that is built on a strengthened and expanded version hence then recognition and enhancement of safety capacities helps organisations successful in promoting safety cultures.

6.3.3 Opportunities in promoting organizational safety culture

Finding

The findings in the study demonstrate that whether an individual is working on a top level of an organisation or an employee they are focused on considering the significance of developing a strong and effective safety culture in their organisation by receiving various opportunities. Indirectly effective and strong safety culture provides an opportunity to employees in working effectively by avoiding life changing injuries and accidents that result in a good professional and personal life (Ward et al., 2018). If an organisation is developing a strong safety culture at the workplace, it will positively reduce the number of off and on job incidents and accidents hence significantly reduce the negative impact of hazards to the bottom line of organisation and enhance business efficiency by protecting the social aspect related to organisational sustainability.

Interpretation

The findings interpret that organisation safety culture provides an opportunity to employees to enhance their work capability. It has been explained that the people in the supervisor's roles or have leadership of the organisation or the people who are the analyser are needed to update

their knowledge and skills for promoting safety culture in every organisational level which will provide an opportunity of promoting safety culture (Le Coze, 2019). It also helps them in providing a framework for understanding the causes of unsafe behaviour and taking care of them. It has been explained that organisation need to focus on acting properly in a hazardous and dangerous environment hence by guiding leaders and managers and improving safety management systems for driving excellence which is specifically designed for enhancing behaviour of a leader and an individual to cope up in managing safety practices in the organisation.

Literature linkages

The findings in the literature demonstrate that by collaborating with different organisations organisation can promote workplace safety and health by collaborating with other industry groups and government agencies. It will provide the opportunity of creating employee safety awareness by conducting appropriate training sessions and using safety training tools with a support safety culture improvement process (Turner, 2019). The training might include but it is not limited to risk assessment and hazard identification using critical reduction techniques and concern reporting it also involves conducting a root cause analysis and incident investigation. The promotion of safety culture. As safety is a critical aspect and every organisation wants to focus on developing a safety culture in an organisation. It will also provide opportunities to organisations to receive a significant and positive impact on their employees which involves work place retention and increase in productivity.

Importance/Implications

The study is significant as it helps readers in understanding the importance of safety culture in organisation**.** In the present time, every organisation wants to follow the revolution of safety culture because a strong and effective safety culture provided the opportunity of promoting more than safety and it has been identified that with the positive safety culture organisations receive benefits of workers confidence employee's retention and increase in productivity hence in conclusion safety is considered good and effective for organisation (Kalteh et al., 2019). Safety culture is all about going beyond understanding the use of safety protocols and further following them just because a leader or a top authority told employees to do so. A safety culture is all about going beyond occupational health and safety complaints and training and these are all considered critical fundamentals in the organisational safety program.

Limitations

The study in the research demonstrates that Safety culture in a organisation is placing high importance. However, it also has a limitation when organisation have more incident rate which is considered as a warning sign for poor safety and health culture in an organisation. It has been identified that even in the high-risk industries no work please need to be and safe hands if there are lots of accident and incidence are present and even if they are minor it is required for the top managers and leaders of the organisation to address safety and cultural needs (Lal, 2022). If an organisation is having negative safety culture safety it might be considered unnecessary by employees and it might lead to staff having poor and less effective safety practices.

Applications

Safety culture refers to organisational culture which has a high level of importance on the safety attitude, values and beliefs and most of the people working in organizations are sharing these practices in their workplace. The application of the safety culture for the organizations can be noted through different training programs which can enhance employee knowledge and skills in the health and safety practices. For example; organizations such as; Etihad Airways can implement a regular safety workshops and simulations, while empowering the staffs to respond effectively during emergency situations. The organizations such as; Abu Dhabi National Oil Company or ADNOC makes investment in terms of upskilling the initiatives which focuses on safety protocols, while encouraging staffs to adapt proactive safety measures. It provides various benefits rather than decrease in the accidents as for an employee it is more likely to have safe and smart decisions at the time of emergency and with an effective safety culture employee can do everything in an organisation and use safety practices and knowledge in performing everyday activities. It has been identified that upskilling workers in the safety, health and well-being that significantly help organisations in promoting safety culture in organisation.

6.3.4 Challenges in promoting organizational safety culture

Finding

In the present time every organisation wants to focus on implementing effective safety practices in their organisation and developing safety culture however approximately every workplace is facing challenges in promoting safety culture in and their organisation as with a good reason these work place cultures are growing slowly and might be killed quickly. However, employees are required to receive some major resources to initiate safety practices. Hence, the lack of resources from top authorities and management are considered major challenges in promoting

safety culture (Provan et al., 2020). The lack of leadership and their commitment towards safety maintenance is also a major challenge that has been faced by organisations. Poor communication and issues related to safety feedback as measured as challenges faced by organisations while promoting safety culture in their organisation.

Interpretation

The findings in the study interpreted that the organisations are also facing challenges related to poor communication as many organisations are struggling in communicating safety messages to their employees. Ineffective leadership is also a major challenge which is required to be overcome by an organisation as it is creating hindrance in promoting safety culture. The lack of commitment of leaders towards safety practices makes it impossible for organisations in developing and maintaining a positive safety culture.

Literature linkages

The literature identified that along with ineffective leadership, poor communication with employees, insufficient safety resources is also considered as major challenge as many organisations are not focusing on providing required resources for implementing effective and efficiency safety programs such as safety signage emergency response plans and safety equipment and it will create difficulties for employees in working safely and creating a risk of injuries and accidents (Rozlina et al., 2012). The development of workplace culture which is facilitating self-responsibility towards safety practices in management is the major challenge towards organisation. Hence, without any individual safety responsibility a safety culture is not able to develop and it creates challenges for the organisation. The poor communication with employees feels ignored and not aware of safety practices which are creating negativity in developing safety work culture.

Importance/Implications

The challenges in promoting safety culture are creating a negative impact on the work productivity of the organisation. Communication is also a major challenge that leads to employees receiving less information about safety procedures and policies in the organisation which leads to less possibilities of following safety policies by employees. The challenges faced by organisation are creating major concerns for the organisations for promoting safety culture in the workplace.

Limitations

The challenges related to safety practices has created limitations for leaders in demonstrating safety culture in the organisation (Saleem et al., 2021)**.** It has been identified that the working abilities of leaders and practices of safety are affected by the worksite climate, organisational and safety culture at the workplace. Most prominently, the lack of leadership in promoting safety culture increases incidents and accidents at the workplace.

Applications

The study matters as in the present time, safety culture in the workplace has become a significant concern as it quite difficult for managers and authorities in maintaining safety culture as the lack of integration in top levels of organisation affects all the aspects of business operations and it is required for organisation to focus on achieving the development of an effective and comprehensive safety management plan it is supported by top managers and leaders along with offering a regular communication and safety training so that they can ensure all the employees are enhancing their awareness about understanding the significance of safety at the workplace (Shneiderman, 2020).

6.3.5 Solutions suitable to promote organizational safety culture

Finding

Safety has become a major concern in the present time it is required organisations to focus on implementing suitable solutions to promote safety culture in an organisation. Currently many organisations are looking to use safety practices for improving safety management in the workplace. As more and more people are prioritising their own well-being at the workplace, requirements for safer space has been increased (Shuen & Wahab, 2016). It is required for organisations to develop various safety practices and safety management programs so that a safer space for employees has been created in an organisation that improves their physical and mental health well-being.

In the context of providing suitable solutions to promote safety organisational culture it is required for organisations to clearly communicate with their employees about safety messages and implementation of safety practices. By providing best training programs and including top management authorities in adopting safety practices are considered suitable solutions for promoting safety culture in organisations.

Interpretation

The finding in the research study has interpreted that a clear communication with employees is a best and effective solution to develop a positive organisation safety culture. In an organisation there is a risk that employees feel ignored and less valued when top authorities are not involving them in any of the decision-making processes. Hence, by communicating with employees and involving them in every decision-making process and making them informed about the implementation of safety practices safety equipment tools and programs will help organisations in developing a positive safety culture in an organisation and creating a safe space for the employees (Shuen, 2018). It is also required for top managers and authorities to report hazards on a regular basis as it is an efficient way to analyse the intensity of hazards and incidents that occur in the organisation and makes the environment more secure.

Literature linkages

The findings in the literature demonstrates that it is essential for organisations to value safety practices in every level of organisation that involves communicating them safety messages and information along with explaining to them the importance of safety policies and procedures which are required to be followed within an organisation. If an organisation wants to face all the hurdles in developing safety cultures, they are required to develop suitable solutions by involving every employee in the safety management process and developing safety culture in the organisation (Trinh & Feng 2020). The monitoring of safety policies and procedures is also an effective way by which organisations can develop safety culture and it also transforms the whole organisational culture. It has been identified that the aspects related to safety cultures consist of safety health and well-being of employees by complying with the laws and regulations developed by organisation to enhance safety of employees the organisations can manage employee's reputation and increase retention in the organisation.

Importance/Implications

The study has a major implication it will help readers in understanding the requirement of safety culture in the organisation and its benefits to improved organisational productivity and performance. By identifying suitable solutions for promoting safety culture in organisations the top management and authorities are able to integrate safety management practices in the workplace which will help them increase employee retention and use the best and innovative ways to improve the safety of employees along with taking care of their well-being.

Limitations

The study has effectively focused on demonstrating suitable solutions required for promoting safety culture in an organisation however these solutions are not considered suitable if there is a lack of commitment and lack of leadership present in the organisation. Ineffective leadership safety messages cannot be communicated with employees and it will create disruptions in the organisation that result in a negative safety culture in the organisation (Shuen, 2018).

Applications

With the help of suitable solutions, organisations can increase employee engagement in safety culture and behaviour which is considered essential for preventing illness injuries and accidents. It will also allow leaders in motivating employees in following safety rules, reporting hazards and enhancing participating in the safety programs by developing a safe space for employees to understand their opinions, requesting changes and voice their concerns related to safety management and practices used in the organisation.

6.4 Chapter Conclusion

The implementation of effective and appropriate leadership style helps public leaders in feeling encouraged for performing effective practices to become an efficient leader. In the current time, bureaucratic leadership style, Laissez-Faire leadership style and Democratic leadership style has been employed by the leaders in the Abu Dhabi Government sector. It has been summarised that with the help of adapting suitable leadership styles leaders can control how they execute effective plans and strategies for achieving the objective identified in the organisation related to safety culture and responsible for fulfilling the expectations of stakeholders along with maintaining well-being of employees and creating a positive working environment. Research has supported the fact that *democratic leadership styles* foster better employee engagement and safety culture, as addressed by the findings. Researchers have addressed that participative decision-making improves the safety outcomes. In this case, Bureaucratic leadership style ensures a better compliance with regulations. Researchers has emphasized the structure and accountability. In addition to that, Shuen (2018) has highlighted that Laissez-Faire leadership style is beneficial for encouraging the innovation while combining it with clear expectations.

The findings in the study concluded that Leadership is responsible for establishing safety expectations in organisation by developing and communicating a comprehensive and effective safety policy is within government sector Abu Dhabi and clearly outlining the dedication of organisation towards safety practices and responsibilities of employees at every level along with their efforts of meeting safety standards.

Many times, leaders face various challenges in developing a positive safety culture in an organisation which might hinder the process of improvement of workplace safety and health. The major challenge face by leaders in promoting safety culture is lack of management support, ineffective leadership, poor communication with the employees and hence for reducing this challenge it is required for leaders to focus on prioritising safety at top levels of organisation and need to be integrated in every aspect of the company while performing different operations.

Chapter Seven: Conclusion

7.1 Chapter Introduction

This final chapter explains the various facets of the thesis for its key research findings, the study's contribution to theory, knowledge, methodology, policy and practice, the study's strengths, its implications and the study's limitations. The theoretical contribution mainly lies in terms of refining the leadership models by creating a connection between specific styles to safety cultural outcomes. The knowledge's contribution enhances to the understanding of how leadership behaviors create an impact on the organizational safety. The methodological contribution demonstrates effectiveness of qualitative mono-method to explore some complex situations. The contribution of the policy identifies the need for a clearer leadership role and definition to the safety initiatives. Since the study is an applied form of research appropriate recommendations to the concerned sectors and industry's specialists, policymakers and practicing experts have been made.

Starting with Chapter One – Introduction, a brief introduction to the study with the background of the study was done. The key elements of the research were described for familiarity of the terminology, these were: Leadership Styles at Workplace; Organizational Safety and Employee Safety; Leadership to promote organizational safety culture in Abu Dhabi government sector; Challenges faced by the leaders at the workplace; Reducing the challenges in cultural safety in the organisation and an overview of the location and country where the study is conducted. The research aim and objectives were stated and the strategy for literature review was outlined. This was followed by the research methodology and methods adopted in the study. The importance and significance of the study as a contribution of the study was mentioned. Finally, a description of the thesis coverage in terms of the chapters' structure with its sections and subsections was presented.

The Chapter Two - Context of Study began with the chapter's introduction and key concepts of the study. The relatedness of the chosen topic to the Abu Dhabi government organization's safety culture was established. Some previous key studies were highlighted for their relatedness to the topic along with the significance of the research from a government organizational perspective. The importance of the research to stakeholders' interests followed by the contextualization of the research for

its strategic, historical, geographical, cultural, organizational, technical, topical, promotional and functional contexts.

The Chapter Three - Literature Review was done extensively and critically for the key issues of Leadership in the Middle East Region; Leadership; Leadership Styles; Theories of Leadership; Applicability and Suitability of relevant leadership theories and styles; Organizational Culture; Types of Organizational Culture; Cultural Network; Organizational Safety Culture; Organizational and Individual Culture; and Theories and models on Organizational Safety

The Chapter Four - Research Methodology was presented for the study's research philosophy of pragmatic paradigm, ontological assumptions and epistemological assumptions. An approach to theory development was described and discussed along with the research strategy, research design, methodological choice, time horizon, data collection for its techniques and procedures followed by data analysis methods with the research methodology's limitations.

The Chapter Five - Data Collection, Analysis, and Findings started by briefly presenting the pilot study with analysis, findings, interpretation and future direction. This was followed by presentation of the main data collection, coding, analysis and findings along with quality and ethical considerations.

The Chapter Six - Discussion of Findings answered each of the research questions: What are the leadership styles currently employed in Abu Dhabi Government Sector? How does leadership influence promote organisational safety culture in the government sector in Abu Dhabi, UAE? What are the challenges faced by the leaders at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, UAE? How to reduce challenges of safety culture in the organisations in government sectors in Abu Dhabi, UAE? The study also gave other findings from literature and data collected/analysed such as: Leadership role in promoting organizational safety culture; Processes and models followed in promoting organizational safety culture; Opportunities in promoting organizational safety culture; Challenges in promoting organizational safety culture; and Solutions suitable to promote organizational safety culture

The final Chapter Seven – Conclusion is presented in this section for the study's key research findings, the study's contribution; the study's strengths; the study's implications; the study's limitations; recommendations and suggestions for future research.

7.2 Key research findings

The key findings have been restated briefly as answering the research questions and as addressing the research issues while providing solutions to the research problem and achieving the research aim and objectives.

RQ 1) What are the leadership styles currently employed in Abu Dhabi Government Sector?

Findings –

In Abu Dhabi's government sector, the democratic leadership style has been employed by Abu Dhabi Police, while encouraging an input from officers to enhance the safety protocols. Similar to that, the Bureaucratic leadership style is evident for the Department of Health, where a strict adherence to the regulation ensures compliance with the health and safety standards. The **Laissez-Faire leadership style** is seen in initiatives by the Department of Urban Planning, allowing employees to propose innovative safety measures while maintaining accountability, fostering creativity, and improving overall safety culture in their projects. The use of appropriate leadership style helps leaders working in the government sector proposing effective strategies to promote safety culture in an organisation by promoting new ideas and of wingless control along with more freedom.

RQ 2) How does leadership influence promote organisational safety culture in the government sector in Abu Dhabi, UAE?

Findings - The findings demonstrate that developing a safe working place is not only about just following rules and regulations but it also consists of developing a culture in which safety refers to a core value. Hence, for building a robust and effective safety culture it is required for leaders to implement effective leadership in which they are involved and committed. With this commitment leadership can able to manage different safety practices in the whole organisation and influences how employees are perceiving and prioritising safety in their regular activities. In the given context leadership place a crucial role in promoting organisational safety culture in the government sector in Abu Dhabi UAE by leading through an example and following safety protocols along with advocating safety visibly at all the times. It involves

participating effectively in safety training by promoting open communication related to safety concerns along with recognising and further regarding the safe behaviours demonstrated by employees.

RQ 3) What are the challenges faced by the leaders at the workplace in ensuring organisational safety culture in the government sector in Abu Dhabi, UAE?

Finding - The promotion of safety culture in an organisation is all about combining leadership role with values attitude and perception of employees which is influencing how safely need to be maintained and practiced within the organisation. However, there are many times when work leaders face various challenges in developing a positive safety culture in an organisation which might hinder the process of improvement of workplace safety and health morale of the staff and leads to a major negative impact on the overall performance of organisation. The lack of commitment of leaders towards safety and lack of support from top leadership makes impossible for developing and maintaining affective and positive safety culture in the workplace. Leaders are face in various challenges such as poor communication with employee's transformational safety and less implementations of policies and procedures which are not implemented according to legislative compliance developed by the government sector of Abu Dhabi in UAE.

RQ 4) How to reduce challenges of safety culture in the organisations in government sectors in Abu Dhabi, UAE?

Finding - The leaders in in the organisations in government sectors in Abu Dhabi, UAE are facing several challenges in the workplace safety that can directly affect the workers both mentally and physically. The major challenge face by leaders in promoting safety culture is lack of management support hence for reducing this challenge it is required for leaders to focus on prioritising safety at top levels of organisation and need to be integrated in every aspect of the company while performing different operations.

Other findings (OF)

The findings from the literature and gathered data will help researcher in demonstrating the significance of the research study. It will help readers in understanding the role of leadership in Promoting Organizational Safety Culture in the Government Sector of Abu-Dhabi, the UAE along with the responsibilities, duties of

leaders related to organizational safety culture. The findings collected from the literature and collected information has addressed some important role for leadership to shape the organizational safety culture within Abu Dhabi's government sector. They have illuminated specific leadership responsibilities, such as; fostering open communication, accountability and proactive safety measures. At the same time, research has identified key challenges, such as; resistance to the change and insufficient training, while addressing some potential areas for improvement. The findings will also support readers in gaining a deep insight about potential areas to develop organizational safety culture and challenges in promoting organizational safety culture. The findings will also provide effective recommendations in promote organizational safety culture in the government Sector of Abu-Dhabi.

OF 1) Leadership role in promoting organizational safety culture

Finding – The findings from the literature and analyse data demonstrated the importance of safety culture in organisations which not only provide healthy and safe working conditions in protecting employees from the harm but also, they help in improving productivity morale and increase overall organisation success. Leadership plays a crucial role in developing a safety culture through communicating the significance of safety in an organisation by setting concise expectations for behaving safely and consistently making safe practices within an organisation.

OF 2) Processes and models followed in promoting organizational safety culture

Finding – The promotion of organisational safety culture is done by following effective processes and models. Since it has been identified that many organisations have following procedures and policies developed by their organisations related to safety practices it will help them in maintaining safety culture in organisations It is also considered an effective tool which is used for understanding the organisational culture which inversely identifying strengths in weakness and finding ways for improving it. It is an assessment method used for measuring the safety awareness within organization and conscious healthy and safe acting within companies which is basically focused on developing safety culture in an organisation.

OF 3) Opportunities in promoting organizational safety culture

Finding – The findings in the study demonstrate that whether an individual is working on a top level of an organisation or an employee they are focused on considering the

significance of developing a strong and effective safety culture in their organisation by receiving various opportunities. If an organisation is developing a strong safety culture at the workplace, it will positively reduce the number of off and on job incidents and accidents hence significantly reduce the negative impact of hazards to the bottom line of organisation and enhance business efficiency by protecting the social aspect related to organisational sustainability.

OF 4) Challenges in promoting organizational safety culture

Finding – In the present time every organisation wants to focus on implementing effective safety practices in their organisation and developing safety culture however approximately every workplace is facing challenges in promoting safety culture in and their organisation as with a good reason these work place cultures are growing slowly and might be killed quickly. However, employees are required to receive some major resources to initiate safety practices. The lack of leadership and their commitment towards safety maintenance is also a major challenge that has been faced by organisations. Poor communication and issues related to safety feedback as measured as challenges faced by organisations while promoting safety culture in their organisation.

OF 5) Solutions suitable to promote organizational safety culture

Finding - Safety has become a major concern in the present time it is required organisations to focus on implementing suitable solutions to promote safety culture in an organisation. Currently many organisations are looking to use safety practices for improving safety management in the workplace. It is required for organisations to develop various safety practices and safety management programs so that a safer space for employees has been created in an organisation that improves their physical and mental health well-being. In the context of providing suitable solutions to promote safety organisational culture it is required for organisations to clearly communicate with their employees about safety messages and implementation of safety practices. By providing best training programs and including top management authorities in adopting safety practices are considered suitable solutions for promoting safety culture in organisations.

7.3 The study's contributions and implications

The contributions made by this study is examined and stated based in contributions to: theory, knowledge, methodology, policy and practice. The research contributes to the theory by enhancing the existing leadership models, specifically regarding the context of safety culture. This includes the knowledge by providing empirical evidence regarding the role of leadership behaviors to promote safety in Abu Dhabi's government sector. Based on the methodological point of view, it employs qualitative, mono-method for capturing some rich insights from the participants. As this is applied research, recommendations to sector specialists, policymakers or industry experts too will be provided as a contribution. The research problem identified was the lack of clarity in the role of leadership in promoting organizational safety culture in the government sector of Abu-Dhabi, the UAE. Although at the surface it appeared that the role was well performed, but in the process of the research there were gaps identified in the leadership role definition and discharge. The gap which has been identified in this research pertains to the knowledge besides the policy or methods. Specifically, there has been lack of clarity and comprehensive understanding regarding the specific behaviors and strategic solutions that are applied by the Abu Dhabi's government for creating a safety culture. Such ambiguity limits the effectiveness of leadership roles for achieving desired safety outcomes. The study from its findings has established a claim to research contribution for its novel and significant addition to the field of leadership role in promoting organizational safety culture of the government sector particularly in the Abu Dhabi's emirate government of the UAE. This enables advancement in the existing knowledge and applicable practices. The existing knowledge includes leadership theories, such as; transformational and transactional leadership and their influence on the organizational culture. Regarding this, safety protocols, compliance measures and risk management system has been well-established. The study advances these aspects by linking leadership behaviors with the development of safety cultures. The study was able to reveal challenges and recommended new and original ideas, based on findings and insightful interpretations that contribute to the understanding, development, or improvement of the specific research area of interest. The research contribution in thesis is the methodological approach adopted for new empirical finding and appropriate application of existing knowledge to practices especially for the leaders. The research addresses new empirical findings by demonstrating the way leadership behaviors that directly

influences the development of safety culture within Abu Dhabi's government organizations. For instance; leaders promote open communication and safety awareness has significantly reduced workplace incidents. All of the four research questions framed have been answered that led to the solution of the research problem and in achieving the research aim and objectives. The interpretative methodology along with the qualitative survey method, a mono-method, adopted for data collection and analysis was gathered from 51 survey respondents leading to the nine key findings. Each of these findings have been well interpreted, highlighted for their importance and significance, with implications and applications despite some inherent limitations. The mono-methods refers towards using a single data collection method. Regarding this, the qualitative survey aims for collecting relevant insights. The interpretive approach focuses on understanding the meanings and experiences of participants while allowing researchers to assess the data within its core context. The contribution to practice is clear from the applied research in government sector organizations having multi-cultural workforce. The findings can well be serving as a contribution when applied in policies formulation concerning awareness and cultivating organizational safety culture. The thesis through extensive literature reviewing was able to critically evaluate and explain with linkages of extending and advancing knowledge in the concerned areas of interest. The purpose of the thesis research contribution can be summarised as: Creating a novel methodological research approach; discovering of new empirical evidenced data; application of existing theories or methods in a new localized context; identifying of gaps in the existing literature and proposing solutions; providing a comprehensive review and analysis of existing literature; engaging in deep discussions of the findings; making a significant contribution to policy and practice.

The research contributions of the study have established originality to demonstrate its uniqueness with new and valuable contributions to the field. By adding value, it has highlighted to provide clues to help other researchers build on the study's work and advance the field further. The originality of the research mainly lies in the assessment of leadership's role to promote the organizational safety culture, specifically within Abu Dhabi's government sector. This can be noted as the area where limited evidences of existing research are available. By focusing on the leadership dynamics besides just safety compliance, it offers a fresh perspective on how the leaders can influence employee behaviors and safety perceptions. Additionally, the research provides a new and context-specific insights which can serve as a foundation for some future studies,

this assists in the development of comprehensive theories. The researcher has differentiated herself in both, academic and professional contexts, as the thesis can help as a stand out from other researchers in the field, whereby it has the potential to lead towards higher and better opportunities for collaboration, networking, or future career prospects. The study has provided clarity by articulating the research contributions to academic and professional readers about what it has achieved in enabling to ensure that the thesis work is properly understood and appreciated by others. Finally, it has enhanced the credibility as an accomplished researcher possessing the required skills and knowledge necessary to make valuable contributions to the topic's field thereby helping to build a strong reputation in the academic and professional community.

7.4 The study's strengths

As the study applied the mixed methods, its strengths are lodged in having captured new data for findings in the fields of leadership role in cultivating organizational safety culture especially in government organizations for the benefit of stakeholders. Due to the subjectivity and flexibility, there are fewer limitations and less stringent than a quantitative study. The mixed methods approach provided some comprehensive insight by using the combination of both qualitative and quantitative data while capturing the nuanced role of leadership in terms of cultivating the organizational safety. This methodology's strengths lie within their ability to collect new and context specific data for the benefits of stakeholders. However, as it offers flexibility and subjectivity, it introduces different limitations such as; potential biases in qualitative interpretations and challenge of integrating different data types. The strengths being in the openness and outside-the-box answers to questions, issues, opinions, and beliefs arising from its data collection and data analysis. The study happens to be more versatile for its adaptation and adoption to suit the local conditions and circumstances in a dynamically fast changing environment of Abu Dhabi's government sector organization with optimizing results. The study enabled better speculation by drilling down answers with interpretation, instincts and subjective experience to identify and extract good data. The research process was well targeted in the area of investigation by the researcher concentrating on specific location and organization to collect valuable information with the optimum use of the resources available.

The strengths in doing the study as interpretive research firstly, is the suitability for exploring hidden causes and reasons behind the complex, interrelated, and multifaceted leadership role's processes, including inter-organizational safety culture awareness and functioning. Secondly, the qualitative approach was helpful for theory construction in the area having insufficient a priori theories. Thirdly, the thesis enabled context-specific, unique situations and processes. The qualitative approach has been highly important due to the insufficient priori theories on the role of leadership in terms of promoting organizational safety culture in Abu Dhabi's government sector. The traditional safety theories focus on the compliance and operational control, while leaving a gap in terms of understanding the leadership dynamics with specific contexts. By using the qualitative methods, researcher can explore uncharted areas, while enabling the construction of the theory i.e. tailored to unchar5ted areas. This enables the theory construction i.e. tailored to unique cultural and organizational landscape. Fourthly, the interpretive research approach helped uncover interesting and relevant research questions and issues for follow-up research and future research.

The research method for data collection was concentrated on a moon-method qualitative survey which went into gathering data from 51 respondents, hence able to get rich extensive data. By implementing the qualitative survey method for data collection and as it was able to fulfil the well-set clear goals for the survey prior to building it in terms of purpose of the survey, its learning, the insights that were hoped to be uncovered, the reporting on the response data and the data presentation in terms of charts and graphs useful to the reporting. The survey was able to gather and uncover deep responses from respondents by giving the researchers insights not previously considered as a possibility.

The data analysis being qualitative in content used the Word Cloud which is a collection and cluster of words more often used by the respondents in a powerful way to visualise what they really think about a topic in an easy to read, quick to produce and simple to understand. The benefits of using Word Cloud helped to reveal a summarised view as a measure of change from the start, in-between and end of the analysis. The measuring of the respondents' understanding of the topic was beneficial as it allows identification of whatever is important to the respondents using their own choice of words. Being visual the data analysed gets presented in a format that emphasizes the key results and findings.

The discussion of the findings was yet another strength of the thesis as it detailed the interpretation of the findings, linked with literature citations and referencing, indicated the importance and significance of the findings with its implications and limitations, including the practical applications.

7.5 The study's limitations

The research not covering the applicability scope, due to the business workplace environment, as the researcher had identified the scope at the introduction chapter of this thesis which was about examining the dynamics of the leadership role in promoting (not applying) the organizational safety culture in government sector organizations.

- The research faced some limitations due to the narrow focus on the leadership roles to promote safety cultures within governmental organizations at Abu Dhabi, excluding the UAE's leadership styles.
- The scope of the research has been further restricted by not addressing Covid-19 phase, even though the pandemic has indirectly affected the data collection processes and timelines of survey.
- In addition to that, the research has used qualitative method, for which its findings might not be generalized for all organizations.
- This research does not cover the UAE leadership style overall the country and was limited to Emirate of Abu Dhabi in specific, however the researcher considered the published literature to further analyse and understand the broader scope of the area of study.
- Covid-19 phase was not included in this research, however, the pandemic's occurrence did have its effects on the data gathered in terms of the delay and changing the phase of the survey. Lastly, due to the nature of qualitative study, researcher cannot claim that this study can be generalised.

7.6 Recommendations

Based on literature reviews and data analysis this study has recommend some essential point to develop and strong collaboration among the workers and leaders in organization. The leader of the organization should develop and convenient communication level in organization. Communication at all levels may help with the move to a more secure working culture. Holding frequent safety presentations on up-

to-date and relevant safety issues in public sector is an excellent method to improve safety communication. Some people often draw to real-life instances of the consequences of weak safety culture. Making company's safety policy easily accessible to employees can aid in the execution of expectations and best practices for safe work completion.

Strong safety culture should develop, because Organizations with strong safety cultures recognize that disasters and accidents can occur at any moment and have robust processes in place to deal with them quickly. Companies with strong safety cultures are open to change and continually looking for the best method to guarantee that safety management is done as efficiently as possible. These companies investigate technology such as incident reporting, behavioral observations, accident investigations, training, and many more in order to evaluate which may deliver the highest return on investment.

The staff training is very important, in staff safety training and proper methods displays a dedication to safety. Strong health and safety competences are required for effective safety cultures. This must begin as soon as the employee enters the company and is on-boarded, and it must be repeated throughout refresher training and skill updates. Trained staffs are also more likely to adopt safety culture since they are aware of dangers and the impact, they might have on workplace safety.

In addition to possessing high technical abilities, supervisory training places a major focus on leadership, initiative, and thinking outside the box. To guarantee that their safety culture is continually maintained, leaders must ensure that supervisors have the necessary leadership qualities to teach their employees and maintain proper safety conduct. The leader of the organization is responsible for Building and maintaining safety culture starts from the ground up. The leaders should build strong employee by involve them in the process of free knowledge sharing.

Practical / Operational Recommendations: Considering the nature of the professional doctorate, the following recommendations are meant to the case study organizations for better improvement in promoting organizational safety culture.

Active and up-to-date Policies - The safety policies should be reviewed and update regularly in order to reflect the state of the business and caters for the constant changing working environment; Link the performance appraisal to reward scheme and ensure there is clear Key Performance Indicators (KPIs); Establish variety of work scheme such as flexible hours, remote offices, and blended/hybrid approach;

Employees should not go out of probation period unless they understand all the safety rules; Compliance matrix to the new employees to be monitored from his line manager and assessed HSE department; Focus should be on near miss incident and working for protection more than correction, incidents are managed but the near miss are not properly managed; Safety is a responsibility of every employee, if one observes any issue he should be proactive and report it. The identified safety policies emphasize adaptability and a proactive management. The policies need to include a regular review for reflecting the changing business environment and link the performance appraisals with clear key performance indicators or KPIs for reward safety compliances. The examples include; Dubai Airports hybrid safety protocols before complete employment. In addition to that, while focusing on near-miss incidents, such as; Etihad Rail's reporting system ensures a highly proactive measures for the protection

Awareness and Training (Investing in Learning) - Organisations should pay more attention and invest more in awareness and sharing knowledge by regularly setting awareness sessions about safety controls; increase numbers of videos related to safety awareness; Share information about incident with measure can be done to avoid that incident to happen to others; Conduct surveys and implement the suggestion for improvement; Provide online sessions to reach those who cannot attend in person; Continuing to educate employees and inform them if any procedure is updated; Using champions from different department could help to spread the safety culture within the employees. Training for the workplace safety need to focus on the continuous learning and engagement. For example; Emirates Steel in Abu Dhabi, conducts regular safety training programs, including the safety control sessions, video demonstrations and real-time incidents reviews for the prevention of future occurrences. Shell has implemented the safety training processes with the outlined modules and workshops that offers safety champions for promoting safety-first culture across the departments. Similar to that, **Petrofac** has encouraged employees to submit safety improvement suggestions for rewarding those who has best ideas. By continuing to conduct awareness sessions, make sure all the employees participate in them, making sure they understand the consequences of not abiding by with the safety rules and updating the employees with the latest safety standards and rules to comply with; Brainstorm sessions, awareness sessions, prize to everybody maintaining good behavior regarding safety that would make them feel they are a part of the organization, safety comes first where all the organization contribute to it; Orientation provided for the newcomers by

the HSE (Health and Safety Environment) department; Regular training for the employees, open channels for the suggestions, rewarding good practice within the employees; Regular emails for the employees to raise their awareness, CCTV to capture any violations and to be corrected right away, training provided, inspections conducted. Employees of the month prize to reward good behaviour; Regular awareness sessions provided, PCR tests required before entering the office, sending people to work remotely repeated training for people to remind them about the safety precautions; Safety is first, and we should reach this level by implementing; Educate the employees, their families and public about benefits of complying with safety rules; Distribute the safety culture by pop-up messages that appear on the computer monitors Screen savers about moving body from time to time, sitting in proper posture in front of the computer, drinking water continuously, wearing the mask all the time, wash hand, keeping distance, etc.; Conducting training for all, then measure the performance, based on these measurements they select a group of people who are not complying and focus on them.

Senior management responsibility - Senior management can play more impactful role, by communicated directly at least twice a year to enhance the importance of safety culture in workplace; Secure sufficient budget for new plans and activities in relation to safety and culture reinforcement; Pay more attention and recognize the initiative adopters form the employees; Enhance the working environment to attract employees and reduce absenteeism; Leading by example from the top management, sending emails for the employees to remind them about the importance of the safety rules and improve the safety culture among the organization; Senior management are involved in any investigation and in any decision taking to prevent the incident in the future; Senior management how to clear instructions and involvement in any safety issues; Senior management ensures the productivity met with safety, quality, and security; Leading by example so leaders and top management are visiting the sire regularly encouraging the employees to adhere to the regulations; Walk to talk, leaders have to do that regularly because the involvement of the leadership; Top management should be always careful about the kind of message to send to the employees behind every activity. For example, celebrating success a lot of hours without incidents that could put employees under pressure. It is important to clarify what happened before and what lesson learned that lead to the success.

Effective Communication - There should be various methods of communication such as posters and signs everywhere its guidance everyone that they have to control and reinforce them to follow safety behaviour; Communicate more regularly through sending direct messages to the employee about raising safety culture; Use emails by Sending regular emails to the employees regarding safety culture and provide awareness sessions for all employees. Keeping social distances and wearing face masks while contacting with other employees, all CCTV recordings will show any violators and the safety department can correct their actions by giving attention or warning letters with the necessary procedures; Be able to raise the level of the employee understanding of the safety culture and communicated through various channels; Through Safety dashboard all incident I have a corded and monitored in daily basis; Sharing all safety incidents lesson learned with all employees; Constructive feedback for the employees regularly; Monthly meeting with the staff for open discussion; Organizing focus group sessions to make them understand the rules; Champions from each department within the organization to help implement the safety rules

Clarity of roles - Assign people their role is to go around the worker from safety team doing walk down to provide couching and to where their PPE correctly; Supervision team work to monitor all the workers and make sure everyone is following the rules and regulations as required; Establish a department to take care of all safety issues and conduct training and awareness sessions for all employees to develop them and encourage them to speak up if there is any issue in need of evaluation and assist the safety of everyone as it is everyone's responsibility in the organization.

Ensure continuous process improvement - Consider effective yet simple practices such paper-less desks and clean desks policy; Adopt most meetings remotely to reduce physical closeness; Reward all the committed employees and to provide disciplinary action to the one who's violating the safety rules this will encourage all of them to be committed and will raise the Safety culture among them; Get focused to provide these awareness and training for the top management the subordinates to make sure everyone is on the same page; Expand the prevention of mental wellbeing and ensure to be a mindful employer; Encourage all the employees to maintain individual health by sending links of regular workout while staying away from the office working remotely; There should be disciplinary action to any uncooperative employees who are not focused on the work which to some incidents that effects other people's work.

Reward and Recognition - Make sure to measure the performance towards implementations of the safety rules annually; Metrics should be developed in the performance appraisal related to the safety compliance, this should be considered as a separate matrix as a evaluation process will help to make the employees understand the importance of safety, so if it is linked with the appraisal the behavior of the employee will improve towards safety because that will affect his promotion so addressing and reporting any incidents will be everybody's responsibility; Recognize that different background and different culture and try to right for this cross culture with different language, so everybody can understand it well.

Performance and reward – The theme of performance and reward is important to foster the employee motivation and organizational success. For example; Google has implemented a performance-based reward system while offering bonuses and stock options to employees who meets the targets and driving innovations and productivity. Similar to that, Salesforce uses the "*peer recognition*" program, where staffs can acknowledge the achievements.

7.7 Suggestions for future research

A wide scope for future research exists as an extension and follow-through of this thesis, some of the key ones are stated here: (i) Future researcher to consider this topic of organizational safety culture whenever affected by mass scale disruptions like Covid-19 pandemic which could alter the awareness and activities associated due to the impact and implications as perceived by the leaders in dispensing their responsibilities and duties. (ii) While pursuing this study, the researcher realized that there is a need for comprehensive research on the crisis management for post-Covid-19 pandemic also there is a dire need for further studies on the implications of Covid-19 on safety culture and the role of leaders. (iii) As this study was qualitative, so quantitative research can be considered for measuring culture across the 4C's, Control, Communication, Co-operation and Competency headings by relating them to roles and responsibilities of other personnel other than leaders. (iv) Researching deeply into each type of safety cultures - forced culture, protective culture, involved culture and integral culture. (v) Researching the influencing safety factors as CSFs in safety management through management commitment and style / employee involvement / training and competence / communication / compliance with procedures; and organisational learning, (vi) An integrative research of improving the safety culture directed by

leaders through coherent actions in three areas: technical aspects, safety management, human and organisational factors.(vii) Research on relating leadership role, responsibilities related to organizational safety culture framework focused on human needs of: Inclusion Safety; Learner Safety; Contributor Safety; and Challenger Safety.

7.8 Endnotes

The researcher has gained valuable insights regarding safety landscape in Abu Dhabi, while identifying key factors that influences the workplace safety and employee behaviors. By understanding the pivotal role of leadership to shape the perceptions and performances has highlighted the need of fostering a culture of learning and continuous improvement. The researcher has gained very deep insights about the safety scene in Abu-Dhabi, the UAE and feels she was rewarded already with maximum gains of conducting this study because it provided the landscape and the critical thinking to investigate and understand why we are doing what we are doing and what is the outcome, what are the factors that impacts safety at the workplace, why employees behave the way they behave and how the leaders can have a pivotal impact on the employees performance and perceptions. How leaders can walk the talk and impact the workplace and institutionalise a healthy organisational culture, a culture of learning and continuous improvement. Although this is the end of the study, however for the researcher, it is the beginning for more research and further investigation and publication to follow.

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Annexures

Appendix (1) Ethics Approval

PRIFYSGOL ABERYSTWYTH UNIVERSITY

Ymchwil, Busnes ac Arloesi
Canolfan Delweddu, Penglais, Aberystwyth
Ceredigion, Cymru, DU SY23 3BF
Ffôn: (01970) 622385
E-bost: moeseg@aber.ac.uk
Gwefan: www.aber.ac.uk/cy/rbi

Research, Business & Innovation
Visualisation Centre, Penglais, Aberystwyth
Ceredigion, Wales, UK SY23 3BF
Tel: (01970) 622385
Email: ethics@aber.ac.uk
Website: www.aber.ac.uk/en/rbi

10th April 2019
SENT VIA EMAIL TO: mra10@aber.ac.uk

To whom it may concern,

Re: Research student - Request for information

Following a recent request from the student, I can confirm the following in relation to Mariam Rashed Belwatir Almazrouei's studies:

Name of registered student: Mariam Rashed Belwatir Almazrouei
Programme of study: Professional Doctorate (D.Prof.)
Proposed end of registered student status: 30/09/2021
Proposed study title: The Role of Leadership in Promoting Organisational Safety culture in Government Sector of Abu Dhabi, UAE
Academic supervisor: Professor David Ellis, Department of Information Management, Libraries and Archives, dpe@aber.ac.uk

Ethical approval

I can confirm that departmental level ethical approval for the above project was granted on the 23/01/2019. I can further confirm that the scope of this approval includes qualitative methods (e.g. surveys and interviews).

I would encourage you to contact the student and / or the academic supervisor directly should you wish to clarify any aspect of the proposed project. Alternatively, you are more than welcome to contact me regarding the contents of this letters.

We thank you in advance for your consideration in supporting this student with their research fieldwork.

Yours sincerely,

Mitchell Parker
Research Ethics & Integrity Officer
ethics@aber.ac.uk
(+44)1970 621694

Appendix (2) Leadership Interview Protocol Questions

Leadership interview Questions

1- What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?

2- To which extent you are able to practice this role at the workplace?

3- How is organizational safety preserved? what done already? please provide example!

4- Can you please tell me about the challenges facing you as a leader in promoting safety culture?

5- Why do you think these challenges there and how the management plan to overcome them?

6- Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company? (How would you hope to be done more)

Appendix (3) Consent Letter

Consent letter

My name is Mariam Al Mazrouei. I am Doctor Professional student at Aberystwyth University, Department of business. I am conducting a research on The Role of leadership in promoting organizational safety culture in government sectors of Abu Dhabi, UAE. I would like to invite you to contribute to this study. The purpose of this study is to assess what we can do to improve the safety culture within organizations. All participants/organizations will remain anonymous, and all the results will be used for the research analysis. It is a part of a study about the government sectors of Abu Dhabi, United Arab Emirates.

About the Study

The research outcome will be beneficial for the academician, policy makers, and the stakeholders to understand how Abu Dhabi government is ensuring the safety of their employees and their organizations. As a participant in this research study, you will have an opportunity to review and comment on your own interview transcript. This study is being supervised by Professor David Ellis, email dpe@aber.ac.uk and Doctor Charalampos Efstathopoulos, email che15@aber.ac.uk , at Aberystwyth University , they can be contacted at mentioned emails , respectfully.

Your participation

Taking part in this study is completely voluntary. You have the ability to refuse to answer any of the questions you will be asked, and if you wish to withdraw your participation, you can do so at any time, for whatever reason you wish. If you are not willing to have your participation audio recorded, note - taking could be one of the alternative approaches, and you will be given all rights in this area. All personal information will be removed during the earliest phase of the analysis and transcription, any quote from your interview that are included in the research study will be used anonymously, under fictitious name.

Confidentiality

The research finding will be used for scholarly purposes only. They will be part of my Doctor Professional Research and may also be published in academic journals and conference papers. The identity of the participant and the organization will not be disclosed to any unauthorized persons, it will be kept confidential.

All information provided will be kept securely and for only as long as necessary to analyze the data of this research study and to report on the research and its outcomes.

If you have any concerns or questions about the research study, please do contact me.

Mariam Al Mazrouei

Email address: mra10@aber.ac.uk

Appendix 4.1 – Company A

Data from the interviews | Company A						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RA1	* Cascade all the safety requirement from top to down to the employees * I need to act safely to be a role model for the employees.	I can stop the work if there is any safety concern that will affect the safety of quality work issue. We have policy implement to stop work if its related to safety issues.	* Policy procedure developed to maintain the safety role. * safety chanel to raise any safety issue. * example: a measure control to reduce spread covid-19 among staff holding ladder in the stairs while going up and down.	As I'm working in head quarter it is less challenging than site, but when I'm at site im facing technical mindset in implementing safety role. While we are at site. since we used to implement less risk in head quarter.	Different place implement different controls for maintaining safety, the management need to implement induction program for employees every time you enter to the site.	* By regularly setting awareness sessions about safety controls. * conduct survey about safety culture to measure the level of employee understanding and find gaps for better improvement. * direct massage from top management twice a year to enhance the importance of safety culture in work place.

RA2	To promote that safety culture within the members of the team and to help them understand how it impacts them.	Personally, I can do that in great extent because im working with the team and I do the right thing to make the rest of the team follows me its role model position so I have to modify by behavior.	It's one of the things build in the meetings have always talked about the safety and safety issues in our meeting daily, acting examples provide safety measurements in each meeting.	The biggest challenges not in our team, it's when people don't listen to the feedback and not be open minded to the feedback.	Because sometimes people are always focused on the work more than safety and others don't think that the rules are applied to them. It is the perception of the people. the management should implement enforce the safety expectation and requirements.	* posters and signs everywhere its guidance everyone that they have to control and reinforce them to follow safety behavior. * Assign people their role is to go around the worker from safety team doing walk down to provide couching and to where their PPE correctly.
RA3	Its very important to encourage my team to implement and talk about safety rules and share incidents to learn from it through our meetings	As much as I can I'm trying to share with my team all information I get from management and make sure how they can protect themselves and provide awareness from their workers.	There is a system for reporting any issue related to the safety and management encourage us to report any safety issues. Safety is every one's responsibility in the organization.	There is no resistance for implementing safety rules if I found something against safety, I raise it and try to correct any behavior	It's human nature that makes some not comply with safety rules without any reason. Management can provide awareness and disciplinary action for their employee to come over that behavior.	* they can provide weekly awareness sessions. * increase numbers of videos related to safety awareness. * share information about incident with measure can be done to avoid that incident to happen to others .

Appendix 4.2 – Company B

Data from the interviews | Company B						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RB1	My rule is to enhance safety culture in the workplace by distributing brochure about safety and providing sessions about the importance of movement during the working hours and making sure that the light is clear for vision and putting signs around the work area for raising safety awareness.	I'm doing 70%-80% from all the required.	* policy and procedure developed to maintain the safety controls and we applied for excellence award based on that document we worked as a team group from each department to develop this document, everybody involved in that and we made sure that all employees trained and aware about it. * we also have a regular check in the fire extinguisher in every floor. * make regular tour around the building to check any risk.	* late of maintenance company is out of our hands because sometimes re contract process take time or changing some companies * air condition maintenance company late that makes the atmosphere not suitable area for the workers because of the heat in the summer. * 10%-20% are not implementing the safety rules because of human nature.	due to the late of future planning to the organization we discover that we are not implementing full risk assessment so we are now working for renewing and improving the plan and will provide awareness sessions for the employees.	* will make sure of enough budget for new plan * change the contract based on more process control of new maintenance companies. * increase the awareness sessions for the employees * send regular message for the employee about raising safety culture. * conduct survey and implement the suggestion for improvement * focus on the 10%-20% of the employees. * also we make sure about clean disk policy.

RB2	* make sure that the employee understands the safety rules and the implementations. * provide awareness sessions for them. * open door policy to raise any concerns.	I am implementing 80% from that because I feel some employees need to focus on the implementation of the rules.	provide trainings and send regular emails.	* new employees do not train enough about using procedures and safety rules * different nationalities and languages, barrier effect to the clear communication between the employees. * no clear policy for the visitors to implement the safety rules in the organization some of them refuse to commit with our rules.	because no clear policy for the customers or stakeholders during visiting on the workplace and we are working to ensure that by developing procedure for them.	* increase the awareness session * increase the training time for new employees. * provide inspections and walk down * clear disciplinary action for not implementing.
RB3	* make sure to involve them in awareness sessions, regular meetings talking about safety issues in the company and sharing information. * distribute stickers about safety and the importance of implementation.	I'm implementing 80% because I need to train myself about how I can maintain the safety culture within my employees.	* training sessions provided * fire drills * business continuality scenario * provide weekly emails.	lack of resources so I cant send all of them for awareness session will cause delay of daily work	because of pressure of workload and less resources we have, I'm trying to send 2 employees each time.	* increase number of the awareness sessions so I can care about all of them during the year. * enforce the employee to attend * encourage the employees who attend by rewarding the employees who completed the required sessions. * provide online training * connect the KPI with the safety performance

Appendix 4.3 – Company C

Data from the interviews | Company C						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RC1	I supervise the implementation of safety standards in my department, for example: * Prevent employees from placing any obstacles in front of the emergency exit or internal stairs. * In the event of an alarm bell or drill exercise, I supervise their exit quickly through the emergency exits , leading to the stairs to reach the assembly area. * Ensure that women do not wear high heels during evacuation.	90 percent, because my role continues to bear the responsibility of the employees under my management, and I always remind them of the commitment and return to them and supervise their receipt of periodic brochures awareness of safety procedures	Surprising evacuation exercises periodically, measuring the quality of the application, monitoring the violators and then sending an awareness email to them with the information of their managers. The procedures are reviewed every period to ensure that they are easily understood and applied by the employees, knowing that the evacuation exercises are carried out realistically with the participation of the civil defense.	* Some employees have the principle of indifference at work in terms of implementing safety measures, which they consider a simple and unimportant thing * Procedures are not implemented correctly by some employees and mistakes are repeated, and thus they indirectly affect other committed employees and affect the quality of performance indicators	Human nature is the reason for non-compliance. In every organization, there is a percentage of employees who are not committed to applying the procedures. The organization was forced to give written attention to the violating employees	* Increasing awareness programs by the Security and Safety Department. * Using an external company to measure performance and review procedures, and based on the final report, recommendations are made, and development plans are drawn up.

RC2	Work to provide a healthy and safe environment my employees to work in offices, such as the necessary lighting and the method of keeping the wires in a safe manner, also to ensure providing regular awareness raising workshops for employees about the safety procedures and ensure their adherence to these standards.	One hundred percent, as the last evaluation of my administration in terms of compliance with safety standards was excellent	* Providing intensive training to the employee upon joining the institution and notifying the safety laws and procedures and the importance of his commitment to them. * Conducting safety culture awareness workshops on a regular basis. * Conducting continuous evacuation exercises. * Providing brochures for distribution or hanging on the entrances to the departments and periodic emails to enhance the safety culture and follow the precautionary measures.	At the beginning of my role, there were a few cases of non-compliance, but now I do not face these challenges anymore.	Lack of awareness of the danger of not adhering to safety procedures, awareness was intensified for employees until they had sufficient awareness and assumed responsibility	* Provide an annual budget to implement security and safety measures * Adopting most meetings remotely to reduce physical closeness * The application of the feature of remote work in the event that the employee is not physically present to complete the required tasks * Continuing to educate employees and inform them if any procedure is updated

RC3	I am working to provide safe and comfortable offices for my employees that comply with security and safety standards in terms of lighting, comfortable chairs and computer screens according to specifications. While making sure to receive all the awareness related to the safety environment during working in the office.	I believe one hundred percent, because my role is to assure complying with the existing procedures within the company and to make sure it is understandable and communicated perfectly.	There is a department responsible about safety in the company; their role is to supervise the implementations and do risk assessments to find any problems that need to be solved immediately. Example of it is to ensure there is enough distance between the employees, sending regular emails for the employees regarding safety culture and provide regular awareness sessions for all employees.	I did not recognize any challenges within my department.	No challenges.	By Sending regular emails for the employees regarding safety culture and provide awareness sessions for all employees. Keeping social distances and wearing face masks while contacting with other employees, all CCTV recordings will show any violators and the safety department can correct their actions by giving attention or warning letters with the necessary procedures.
RC4	The role is to act as lead-by-example. I am responsible to develop framework policies, procedures and how to act if there is a preach. I must keep in mind to promote safety culture and mentor my employees to report anything going wrong, that will give chance for correct action.	It is part of our day-to-day work; I am able to practice 85% of my role.	Internal committee was formed to discuss any issues related to the safety, actions are taken immediately, and lesson learned provided for all.	The main challenge is the level between the communicated awareness and the employees understanding.	Because everybody is busy with their day-to-day jobs, that will make room for human errors and mistakes. The best way is for the committee to recognize and correct these mistakes regularly.	Be able to raise the level of the employee understanding of the safety culture and communicated through various channels. Using champions from different department could help to spread the safety culture within the employees

RC5	My role as an occupational health and safety supervisor is to maintain the safety of employees in the workplace, increase their safety culture and raise their awareness of the risks of non-compliance by providing lectures, brochures, emails and applying safety standards from the Public Health Center.	To 100%, it's my daily work in the organization.	Preparing emergency plans with the participation of all department managers, and training on each floor of the institution, and training evacuation coordinators and paramedics, and rehabilitate them annually. We make sure that procedures from the Department of Health and Security are implemented after the Covid pandemic, such as sterilization and places to isolate the infected in case they are discovered, etc.	Covid-19 is the biggest challenge we are facing now, some employees are not aware about the circumstances of violating the safety rules.	We conducted a survey to understand the reason behind the challenge, and based on the results of the survey, we discovered that the employees are from different backgrounds which affected their understanding of the safety culture. So, as a solution we sent the employees to work remotely and provided virtual awareness sessions in different languages to make it more understandable to all the employees, while preparing the workplace as per the safety standards received from the health ministry.	By continuing to conduct awareness sessions, make sure all the employees participate in them, making sure they understand the consequences of not abiding by with the safety rules and updating the employees with the latest safety standards and rules to comply with.

RC6	Safety culture is a very important topic but working in the office is less risk than working in the field. My role is to encourage complying with safety rules and implement it all the time, for example paperless management, providing excellent environment for the employees such as having enough light for working and managing their housekeeping.	I can practice it quite well, around 90%. Because the information discussions to provide my employees with the feedback happen all the time and sometimes over lunch or coffee break.	Safety department is very active to assess all the risks within the organization, they are implementing the rules to avoid not complying with the standards provided from health ministry. Of course there is always room for improvements.	We are so busy with day-to-day work and we did not have time for discussion to accept any innovated idea with it being lost with nobody having the time to listen, time is one of the most challenges. Being human would be the reason of making errors and mistakes, as being attentive is also one of the challenges. It is in human nature to resist changes, where the challenge will be to adapt to the change.	People feel that safety culture is not their responsibility but someone else's, HR or HSE. So, they are not accountable to take the responsibility, this risk can happen to every organization	Brainstorm sessions, awareness sessions, prize to everybody maintaining good behavior regarding safety that would make them feel they are a part of the organization, safety comes first where all the organization contribute to it.

Appendix 4.4 – Company D

Data from the interviews | Company D						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RD1	In our organization most of the employee are working with machine, my role is ensure the safety is priority during the work , we are promoting the highest safety standard and maintaining safety environment in the work due to working and with equipment , maintaining safety is always top priority to avoid any incident.	I can say from 80 to 90 percentage, I have the clear process and trained resources can handle the work probably.	We have dedicated qualified safety team, we have safety tools, technical training provided to the workers who are working with the machine, save practice been followed, safety awareness are given.	* Lack of experience. * Taking shortcuts Sometimes to complete the task quickly. * Workers who come from low level training from labor department. * training does not meet the job requirement. * New workers join. * Workers who are trained leaving for different reasons	Most of the workers who are working with the machine are not educated well , It is very risky situation because they are not qualified to that extent off understanding the consequences of ignoring safety rules, so our roll is to train them and help them to understand the important of the safety rule for their life and company cost, most of the effort during the training provided to get them to the highest level of understanding and comply to the safety rules.	* Through Safety dashboard all incident I have a corded and monitored in daily basis. * We are Sharing all safety incidents lesson learned with all employees. * Senior management are involved in any investigation and in any decision taking to prevent the incident in the future. * Senior management how to clear instructions and involvement in any safety issues. * Safety is the first in our organization.

RD2	My role is to support high safety culture in the workplace by maintaining a healthy environment for the employees which will lead to good productivity at work and avoid any incidents to occur.	90%; because I have all the management support where usually they are involved in any safety incidents, and they are following the implementations or correction measures taken after any incident, if there is any lack of understanding we raise it through awareness sessions, prevention is better than correction.	* Conducting training sessions regularly * Awareness refresher every quarter * Weekly emails * Flexible time * Fog awareness message * Speed limit awareness message * Proper continuous communications for all employees	There isn't enough plan budget available to raise safety awareness for the employees. Working in nightshifts.	Human mistakes can occur, especially with lack of awareness and long working hours during the night. The management provided all the safety measures to be maintained and make people follow it, to maintain high productive work, and avoid accidents. For example, to make sure that the worker at the night shift had enough sleep before they start with their work.	* Procedure is available and updated as per required * Supervision team work to monitor all the workers and make sure everyone is following the rules and regulations as required * Senior management ensures the productivity met with safety, quality, and security

RD3	My role is to make sure my employees received the required training about the safety culture and to report any violation to the safety rules and send that employee to attend training again and make sure he understands what is required from him. I am dealing with every case separately depending on its level of the violation and number occurrences.	To 95% because we are monitoring all the work through the dashboard and CCTVs.	Conducting inspections regularly, use a special team to monitor the work from the control room and report any issues to the senior management as procedure. Provide training for all shifts committed to use PPE (Personal Protection Equipment).	* Closed mentality led to repeat mistakes and ignored the safety rules. * Difficulty of understanding and implementing the safety rules. * Lack enforcement of the safety standards.	Multi-culture differences at the workplace with different backgrounds, and the environments they came from are the reasons, also different levels of education between them its effect how they received and understand the information.	* Regular mentoring and inspection. * Regular meeting and discussion. * Rewarded all the committed employees and to provide disciplinary action to the one who's violating the safety rules this will encourage all of them to be committed and will raise the Safety culture among them.

RD4	My role is to provide safety training, needed information and regular awareness sessions for my employees. Developing KPI and monitoring sheets. Meeting with them weekly and monthly to discuss any issues related to their commitment to safety standards. Then we hold them accountable for their negligence.	To the full extent. For the implementation of the instructions and transparency of the reports being provided to the senior management with dealing with any issues if it occurs.	The organization is encouraging every employee to abide by the safety rules and there is a committee formed after Covid-19 disaster to ensure implementation and review all the procedures to make sure it complies with the risk and disaster management standards as well as communicating any government updates to the employee.	Not all the employees are implementing or committing to the rules from first time.	* Human nature is to resist any new changes * The older generations are more difficult than the new one, the new generation accept and adapts easier due to them being more open minded and understanding of the risks, while the older generations need more effort to accept new rules.	* We are focused to provide these awareness and training for the top management the subordinates to make sure everyone is on the same page. * We make sure to measure their performance towards implementations of the safety rules annually

RD5	The safety is something more practical than it being theoretical. So, my role is to ensure all the behavior towards the safety are implemented among the employees and to make sure that they understand why they are implementing these rules. Also, my role is to keep my employees safe and send them back to their homes just as healthy and safe as when they came. Protecting lives is the most important role, with that said I am trying to avoid any disastrous occurring that might lead to losing lives, money or time. As well as being a role model for my employees.	I am able to achieve 90% with the support from the top management, and the left 10% is from employee failures due to pressure of the time to complete the required work.	Complying with the fire system requirements and drill evacuations. As well as complying with the safety rules and implementation of the law, while the building is built according to the safety specifications and standards from the labor law furthermore PPE (Personal Protection Equipment) are provided for the employees and replaceable at any time needed.	* Working under pressure to complete the tasks on the required time. * leniency in the implementations of the safety procedures in the absence of their supervisors * Different nationalities between the workers	Human nature, different understandings of the instructions due to differences in their backgrounds and cultures. Time commitments and limitation for work completions sometimes become a reason for the employees to ignore the rules. The management provides continuous repeated training sessions, providing safety brochures and safety signs. Encouraging good behavior by rewarding it, that will motivate other employees to compete among themselves to get the prize, this will change any negative behaviors to positive.	* Orientation provided for the newcomers by the HSE (Health and Safety Environment) department * Employees should not go out of probation period unless they understand all the safety rules * Compliance matrix to the new employees to be monitored from his line manager and assessed HSE department

RD6	My role is to ensure safety precaution for all the employees that work around me and make sure they comply with these precautions, for example encouraging them to move around the office from time to time and take small breaks between long meetings that will help them to be more focused at work.	Around 60% to 70%.	HSE (Health and safety Environment) department conducting sessions about the safety precautions regularly, signs available on the wall to be read from the employees, sending regular emails, circular reminder about the safety every week.	Forcing people to abide by the rules is easy but making them understand the reasons is the challenge, for example social distancing and why it's important and the consequences of not complying with the rules.	People sometimes take things for granted where they should be really careful when we are talking about Safety. The challenge of differences among the employees because they came from different culture and environment as well. The management is meeting with the employees regularly and open discussions regarding the safety issues.	Regular training for the employees, open channels for the suggestions, rewarding good practice within the employees.
RD7	My role is to make sure all my employees understand the safety rules and comply with it. For example, I am ensuring all the computers were in safe positions for the employees and maintaining enough distance between offices as well as taking breaks to rest their eyes from the computer.	To high extend, with the management support having open door policy, always taking our suggestions for improvements for the assessment and implementation.	Awareness training provided, first aid training provided for each floor in the company, fire warding training, the rest of the trained employees are there in each floor for any emergency or fire drill.	No challenges in my department, everyone is implementing and obeying the safety rules.	HSE department managing to measure all employee performance and contacting the line manager in case of any violations in the safety rules.	Regular emails for the employees to raise their awareness, CCTV to capture any violations and to be corrected right away, training provided, inspections conducted. Employees of the month prize to reward good behavior.

Appendix 4.5 – Company E

Data from the interviews | Company E						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RE1	I sent all my staff to get training to understand how they can protect themselves and the office. Working with the Health and safety department to update all of the staff with the instructions that came from the health ministry regarding corona virus, where my role is to make sure they are following these instructions.	To high extent, but sometimes you need support from higher management to enforce the employees for the implementations.	Since start of the corona disaster the organization spent a lot of money to comply with instructions and regulations that came from that health ministry. For example, the company changed the employees' desk to be bigger and to help maintain distance between them, also make sure that there is glass partition between them to keep them safe from each other, set a sanitizing machine at the entrance and distributed around the officers and corridors as well as conducting online meetings through MS teams.	We are facing issues with some employees not complying with the vaccinations required or wearing face mask. The management sent warning letters for them to comply; because it's not a personal decision it's about the society and the people around them.	It is a human issue and a cultural challenge. The management sent warning letter to the employees and provide training and awareness sessions for them.	Regular awareness sessions provided, PCR tests required before entering the office, sending people to work remotely repeated training for people to remind them about the safety precautions.

RE2	Health and safety is under my responsibility for the organization, as I have to make sure that all the employees are aware about all the requirements to implement all the rules and comply with it. I make sure all the employees updated with the new rules and the precautions to keep them safe, also to make sure to provide regular awareness to keep them up to date.	To 85 %, I have the power to take any issues with any employee to their line managers and force them to comply with the rules by sending warning letters through HR for the violators.	We are following health and safety framework from the ministry. For example, we have first aid room and nurse working full time for the company. Based on these rules and framework we developed our health and safety manuals to be followed by the employees, this is for protection and prevent any incidents. We are monitoring all the hazards daily, and taking decisions based on the assessments.	Sometimes we find a group of people not implementing the safety rules, especially with no supervisions in the area. For example, they enter and exit from the same door because it is near their offices and not committing to specific entry and exists as requested to maintain the regulations of covid-19. The main challenge is to change the culture of these employees, and when the incidents occur, they can understand out situations. The main challenge is the change the culture mentality for these employees. Expenses is also a challenge, especially when you are not spending enough money to maintain health and safety.	* It is an inherited culture * The management instructed to provide continuous awareness sessions * Penalties for people who are not complying * Focus should be on near miss incident and working for protection more than correction, incidents are managed but the near miss are not properly managed * Safety is a responsibility of every employee, if one observes any issue he should be proactive and report it * Employees are updated continuously of all changes in the safety rules	Safety is first, and we should reach this level by implementing: * All the safety rules from the ministry * Penalties for people who are not complying * Focus should be on near miss incident and working for protection more than correction, incidents are managed but the near miss are not properly managed * Safety is a responsibility of every employee, if one observes any issue he should be proactive and report it * Employees are updated continuously of all changes in the safety rules * There should be a dedicated budget for health and safety implementation

RE3	I am a part of health and safety committee in the organization, my main role is to enforce implementation of the safety rules and if I observe any violation, I should provide coaching immediately and report that to the health and safety department. Also, to make sure that all my employees are aware about all the safety procedures and understand the consequences if not followed.	To a high extent, as I am working as a part of health and safety committee.	* Procedures and instructions are available for all employees * Implementing all the rules for covid-19 * Establishing working from home * Provide all the training through MS teams	My main challenge is to get approval for any decision related to safety from different authority levels. This will slow the decision implementation. Another challenge is getting employees to be involved in the decision implementation regarding safety; because some of them have different opinions and argue.	Lack of awareness because some employees don't take it seriously and they don't understand the consequences of not complying. Address that through awareness sessions and bring outsource company to present the consequences as a lesson learned for not complying with the safety rules.	By training, and awareness sessions, continuous reminders, as well as follow up with the implementations.

RE4	It's necessary to take care of the employees' welfare by helping them complete the work in a safe environment, also to check all the requirements are implemented where my role is to make sure my employees comply with all the requirements.	More than 80%, we always directly and indirectly observe the problem then start to assist and resolve it when the issue occurs it is the responsibility for everybody to work as their role from reporting till correction.	Provide necessary training and awareness plan to make sure that everybody understands the safety situation. Any issues related to the safety the team start to understand the problem and assess then the result should be addressed to the senior management where they can work together to close that issue and correct it , then update the procedures.	The challenge in our organization has a multicultural environment where everybody came from different places.	The work environment is dynamic where there would be different reactions to the situation when it occurs; because we are humans who came from different backgrounds, so everybody reacts differently.	Established a department to take care of all safety issues and conduct training and awareness sessions for all employees to develop them and encourage them to speak up if there is any issue in need of evaluation and assist the safety of everyone as it is everyone's responsibility in the organization.

RE5	My role is to provide the policies and the procedures for my employees to make sure all of them understand and align with it, because together as a team by implementing the general best practice we will meet the managements expectation.	100% compliance with the requirements, continuous performance development, CPD provide specific training for the employees internally communicated and regular emails to remind the employees	We have internal guidelines for all employee's continuous performance development CPD monitor all the requirement with their employees from providing training and awareness to remind them, then sending emails and reported to the compliance framework 2020 and senior management, also we receive inspection regularly for development and improvement	* Having someone experienced in safety within the team is a challenge, because he is the one who should update us about the extended requirement linked with his knowledge for easier explanation * Budget designated for improving health and safety is not available. * Interaction between the employee and the other sector with training is not enough, but to interact efficiently should allow them to attend training from time to time	The challenges are there because of the pressure of time and budget. The management already addressed that, and we took it to the top management to enforce attending the training and allocate some budget for that.	* KPIs should be developed to monitor the performance * Matric should be developed in the performance appraisal related to the safety compliance, this should be considered as a separate matrix as a evaluation process will help to make the employees understand the importance of safety, so if it is linked with the appraisal the behavior of the employee will improve towards safety because that will effect his promotion so addressing and reporting any incidents will be everybody's responsibility

RE6	My role is to make sure all my employees understand what's required from them and to send them 2 the training as requested from safety department also to report any incident or near miss to the concerned department follow up with them and implement the outcome	To high extent.	* Awareness sessions provided * Health and safety following up with all managers to make sure everybody is complying with the rules * Implementing facial registration without touching the screen in and out from the company to avoid unnecessary contact	The challenge is changing the nature of work when we moved to work remotely, because we must deal with our customers, stakeholders and our employees in distance, and it is something we never did and not used to it.	The challenge is there because we are not used to work remotely, but with the situation of covid-19 we enforced to do it. The management encouraged working remotely for most of the employees who are not needed in the office, and most of our communication is through MS teams.	* Provide awareness to the employees through MS teams * Updating all the procedures to align with all requirements from the government related to covid-19 disaster * Inform all the employees of the changes and update them regularly through emails
RE7	My role is to send all my employees to the required training to understand the importance of safety, and to remind them continuously about committed with all safety standards and regulation. As well as assign one of them to be coordinator between us and the safety department and supervise the section to report about any violators from the employees.	To a high extent	* Developed all the procedures and policies to align with all regulation * Provide all the required training for the employees * Conduct fire drills for emergency * Conduct first aid training	Some employees did not commit with the safety standards and violate the instructions. For example, bringing small coffee machines from outside to the work, and lighting 'bukhoor' in the office which leads to put the safety alarm on most of the time.	The human nature always effects not complying, cultural beliefs and resistance to change. The management provide regular awareness to improve their understanding and encourage commitments with the safety rules by explaining.	By providing regular training and repeating to remind them.

Appendix 4.6 – Company F

Data from the interviews | Company F						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RF1	My role is to make sure that documents of safety are available for my team and they understand what is required from them, as well as complying with these requirements. I'm always reminding myself and my team members of the safety regulation by meeting with them weekly and quarterly to discuss any and all issue related to the safety.	To full extent, there is a responsible team to follow up with the implantation and make sure everybody complies with all the rules.	* Policy and procedure is developed * Conducting regular fire drills * Inspection regularly conducted at site, two people have to be together when the inspection is conducting and writing notes for improvements	Some employee's mis-follow the instructions, they need frequent reminders to update them with the safety requirement. As well as remind them about what they know already and why we implement the safety rules and the hazard of not implementing these rules.	Different levels of the employee's education, and different background. The management is: * Educating the employees by email, brochures, five minutes health and safety update. * Workshops, trainings, certifications. * Agenda items to discuss safety before any meeting for five minuets	* Government putting a clear role and expectation, we should build on these and try to improve it. * Educate the employees, their families and public about benefits of complying with safety rules * Provide awareness too the society as a service to raise safety culture for all

RF2	My role is to make sure that my employees understand and follow the safety rules and implement the ISO standards where all the organizational objectives and rules are expected to be followed by the employees.	To 90%, as we are following the existing procedures and reviewing them regularly based on any new updates.	There is a department who takes care of the health and safety within the organization, representative focal point from each department is there to help the implementation of the safety rules. ISO external and internal audit conducted annually. Everyone in the organization is familiar with the procedure and encourage to follow it in their daily work.	* Employees outside the organization at site sometimes violate safety instructions * Employees working on the site are disconnected sometimes about what is happening in the headquarters and any updates	* It is the nature of a human being while they are away from supervision and distanced from the organization make them make some mistakes. * Not enough educated employees as workers depends on their experience than their certificates * Lack of communication because they are away from their laptops and computers working on the field The management recognized these challenges and organized to visit them regularly to make sure that they are connected and updated with all the information they need, they have to make sure that they are following the safety procedure. We formed a WhatsApp group to communicate and update them regarding the safety rules and remind them about the importance of following these rules	* Regular internal audit conducted for purpose of improvement * Conducting every year awareness about health and safety for all organization members including the office employees * Reduce using things to harm the environment and working to raise awareness everyone how we can maintain a green environment

RF3	To stay up to date in all safety rules and regulations implemented from Abu Dhabi authority and understand it. I communicate this information to my team and make sure to explain it to them. Make sure they are trained Lead my team by example	To a high extent, I can reach health and safety department easily all the resources are available, and they are providing weekly update by email.	* Providing multilingual awareness and training * Training follow ups to make sure they understand it well * Sending regular emails to remind them about the safety * Updating all the procedures after covid-19 disaster * Our leader encouraged all to volunteer in the national disaster committee to help the society against the covid-19 disaster	The challenge is to work remotely, most of our work should be with the costumers and respond to their emergency calls since it is not physical right now.	Because of Covid-19 disaster, we are working remotely. Our management providing extensive training for the workers on how to respond to the emergency calls while taking all the precautions during this pandemic.	* Sending regular emails to remind the people * Conducting training through MS teams * Notification updates through phone * Regular inspection to identify any gaps and to know our effectiveness * Expand the prevention of mental wellbeing * Encourage all the employees to maintain individual health by sending links of regular workout while staying away from the office working remotely
RF4	My role is to establish trust between the employees and the employer by providing a clear set of rules to be implemented, also when the mistakes occur, we deal with the mistake and correct it without blaming culture. I make sure my communication to them is clear and provide constructive feedback.	To a big extend, we have tools to help us establish organizational safety culture	We are following the Abu Dhabi government rules, it is clear to all and help them with the tools to establish safety culture. Accountability and responsibility towards the organization and employees is there to help and improve the safety culture within the organization.	Time consuming and being overloaded with tasks.	Lack of understanding the proprieties of work leads to making some error and mistakes, so the management are encouraging to provide ongoing awareness and explain rules and provide feedback for the employees in each phase.	* HR policy communicated to the employee to be implemented * Ongoing awareness sessions * Constructive feedback for the employees regularly * Monthly meeting with the staff for open discussion

Appendix 4.7 – Company G

Data from the interviews | Company G						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?

RG1	My role is to aware the employees about the safety rules under the umbrella of covid-19 disaster. Working at the office is restricted to new rules such as, wearing a mask all the time, keep social distance between each other, as well as preferred communication through phone calls or through MS teams. All of these rules are to preserve their safety and keep them away from hazards. Also, I have to monitor their performance to address any violation by stopping and correcting it by giving constructive feedback.	To a high extent. The organization already prepared for the employees to come back and work from the office, where they allocated a nursing room to isolate any suspicious cases.	* As I mentioned, the organization already prepared for the employees to come back and work from the office, where they allocated a nursing room to isolate any suspicious cases. * Prepare the offices to be complied with the new prevention rules addressing covid-19 disaster, and prepare a safe environment with all the standard related to the safety culture. In example appropriate machines (computers and laptops etc.) to prevent their sight to be effected from working for a long time, and lighting standard. * Provide awareness for the employees through MS teams * Encourage the employees to take small breaks from working for long hours sitting in front of the screens	Some employees are not committed to the safety rules and standards.	It is a human nature to resist new rules or go easy with restrictions. The management increased the awareness everywhere to remind them with the importance of complying with these rules, and how it will reflect positively on them and the company and its business continuity.	* We are complying with all standards and rules that came from Abu Dhabi government implemented in our organization * Provide training, awareness sessions and workshops to increase the safety culture within the organization * Prepare a report for any cases of violation, challenges, and solutions assessment to solve any issues and find a solution that provide prevention from any future repeated mistakes. * Using the media to exhibits consequences of both abiding by the rules and ignoring the responsibility

RG2	My role is to ensure that awareness workshops are provided to my employees at the workplace to increase their understanding of the safety culture. As well as collect all the data to develop risk assessment document for any hazards that could affect the employees at the workplace.	To an 80% approximately, under the situation of covid disaster we are facing abnormal rules we are not used to deal with.	* Provide awareness sessions for the employees * Provide first aid and fire warning training to qualified employees to be ready for any incidents * Fire extinguishers provided in each floor * Sanitizing and masks are available in each floor entrance * Nursing room to isolate any suspicious cases of covid-19 * Set up different entrance and exits for the employees * Meeting preferably through MS teams * Works station set up with spaces to comply with the rules of social distancing	* Some employees don't comply with the safety rules, and they don't accept advise * The challenge of explaining the risks of not complying with the safety rules, and convince them to comply * Arguments of these employees and their supervisors if they found any violations to the rules * Time for response to correct these risks from the reported manager	Because of the different cultures and point of views that causes challenges to tell them about the consequences of not complying. So, the management enforced the implementation of the safety rules and standards by starting to punish all the violators.	* Conduction continuous awareness sessions for the employees * Distribute brochures * Reminding them by sending regular emails * Distribute the safety culture by pop-up messages that appear on the computer monitors Screen savers about moving body from time to time, sitting in proper posture in front of the computer, drinking water continuously, wearing the mask all the time, wash hand, keeping distance, etc.

RG3	My role is to ensure raising the awareness for the team and update them with the new rules, and all the changes about covid-19 to build the culture of safety within the team. It is a daily work for any leader.	To 80% because we are implementing the best practice among the team members.	Out organization have safety measures to control all the requirements and they are continually conducting campaigns for the employees to remind them about the importance of safety. Encouraging all the employees to wear their PPE during their site work.	Dealing with multinational employees since they have different culture and knowledge their perception is different.	The challenge is there because the employees are from different cultures, so their understanding and knowledge differs from one another. To overcome this challenge, we raised their awareness until they reached the level of the knowledge so they can understand the importance of the safety, and the consequences of ignoring the commitments to safety rules.	* Conducting training for all, then measure the performance, based on these measurements they select a group of people who are not complying and focus on them * Regular email, stickers, brochures and encouraging them to provide safety moments at the beginning of the safety meeting

RG4	My role is to send my employees to the health department and make sure everyone is receiving the safety training and simplify the message for all of them to make sure everyone understands it and implement it.	To a high extent, we always have notification message from top management to employees, contractors and customers encouraging all to adhere to safety.	* Implement all the standards and procedures from Abu Dhabi government * Communication to the regulatory frame policy and make sure all the employees understand it and implement it * Awareness sessions provided following up with reminder emails and wall signs	* The challenge is to make people understand the message clearly and implement it correctly * Time needed to simplify the message with the load of the work	Different perceptions between the people not all of them have the same level of understanding so the management is trying to find a different way to make sure that the team understand the rules by conducting brainstorm sessions and workshop sessions to save the time.	* Leading by example so leaders and top management are visiting the sire regularly encouraging the employees to adhere to the regulations. * Start to build this process of adhering to the safety rules by conducting awareness session to the society with different schools and college within our Abu Dhabi community, because our management believes that changing the mindset from the early begging from the life of the students will allow them to understand that safety always comes first.

RG5	I have to know, understand and commit to all safety rules to be a role model for my employees, to support any internal or external rules to meat all the required targets and to make sure my employees get the message of the safety for their benefit and for the organizational benefit as well.	To a high extent. Since I have the authority, I have to ensure all the safety rules are implemented.	There is a department responsible for health and safety regarding all the employees during their working hours, and they are working internally and externally to update and implement all the standard rules with the support from the leaders. The department is providing continuous awareness workshop, sending regular emails, and distributing safety brochures.	I'm not facing any difficult challenges right now, because I always have the support from the majority of our departments.	The concerned department are always there to support the leaders any time.	* Providing training and awareness workshop * Communicating with outside stakeholders and Abu Dhabi government to understand the rules and update our procedures for easier implementations. * Conducting benchmarks with successful organization that implements the safety rules to learn the best practices * Always change the way of presenting the awareness to get the employees attention

Appendix 4.8 – Company H

Data from the interviews | Company H						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RH1	As a leader I am playing a big role in implementing the safety rules and distribute the safety culture among my employees through regular walk to talk and set an example by being a role model, as well as keeping my team up to date about all safety issues.	80%-90%, to a great extent. Good safety cultural background always helps the leader.	* Sharing information with the employees through regular emails * Conducting sessions to understand the consequences of not implementing safety rules * Be transparent with the employees that will encourage them to raise any concern without fears * Always focus on the employee understanding the benefits behind it	* Some of the employees get the instruction but they act differently * Some of them do not meet the expectations * Some difficulties of implying the requirements * Consuming a lot of time attending sessions * Different backgrounds lead to different company cultures	Human nature, where some people resist changes, and others use shortcuts to complete their work depending on their over trust and their long years of experience which most of the time leads to human mistakes occurring. The management is trying to remind them continually by sending emails and conducting regular awareness sessions.	* Sending regular emails * Conducting regular awareness sessions * Organizing focus group sessions to make them understand the rules * Performing quarterly survey to capture the behavior and concerns and correct it * Conducting regular one to one session from managers to their employees * Leaders are involved with their employees to be more visible and being a role model * Conducting regular walk to talk with the employees to raise any concern issues directly to the top management

RH2	* Leading by example and it is not an activity to be done once, but a continuous effort to follow all the safety rules as a leader before asking the employees to implement it. * Dedicate some time to coach the employees. * Encouraging to start any meeting with the safety movement and encourage the attendees to discuss about it * Making sure that the employees understand the rules and explain any ambiguity for them	I am doing my best because I need to be balanced, you don't want people to hate you and get annoyed by you, but I am trying to explain more about the benefits of implementing all the safety rules.	The organization provided all the rules and present it for the employees in simple ways to understand it, we explain the importance of the implementing all the safety standards for the organization and themselves.	* Lack of direction by keeping every task a priority that will confuse the employee * Pressure of time to complete the required task the will compromise the safety with the targeted time	* Different understanding levels between the employees * Sometimes not prioritizing tasks well impacts the business and the cultural safety The management is trying to raise the knowledge of the employees by organizing training for there competency with coordination of each leader of the organization.	* Leading by example from all leaders to show their employees that they are a good example for them * Simply safety culture is linked with their behavior that will support the organization in the right way * There should be disciplinary action to any uncooperative employees who are not focused on the work which to some incidents that effects other people's work * Punishment and rewards are two tool that will help to develop the organization and raise the safety culture

Appendix 4.9 – Company I

Data from the interviews | Company I						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RI1	My role is to invest on my team and ensure the right capability and competency for best services provided to the organization. As well as to lead by example and provide safety first mindset.	To 100%, by carrying cross function calibration and communication	We enforced the safety culture by trusting and listening to the employees feedback along with welcoming any suggestions for improvement.	Being a multicultural and multinational organization are affecting the understanding of the safety culture. So the challenge is to align the understanding and have one definition of safety in the workplace so everyone can understand and believe in that culture.	Because of the background diversity of the employees. The management have put the value and encourage the respect of the safety culture, as well as conducting critical thinking issues regarding the safety issues to encourage personnel accountability to any safety issue and to find a correct action to prevent any safety incident in the future.	* Set value principles in the organization * Conduct a workshop for open discussion to be understandable and easy to implement * Leading by example, top management are the best example of implementing safety rules in the workplace at office or at site * Conduct a workshop to build morals and ethics toward implementing the instruction for safety rules

RI2	I need to understand and be aware about the safety requirement to implement it, because that would be me being a role model for my employees. My role also is to ensure my team understands it and implement it and provide coaching if necessary until it becomes a habit in their daily work.	I feel that I have practiced 90%-100%, because I have interest in safety, and it is my background as well.	They are implementing it through leaders who cascade the role to the team, training is available as well for the team to improve their knowledge and lesson learned is sharing through system for everybody to learn.	* Prioritize the work task sometimes ago against safety culture because it leads to working for long hours when it is not necessary. * Stress management is not handled pretty well in the organization * Because of the pressure of the work some employees appear older than their age because working in shifts without proper breaks * Different cultures between the employees where everybody came with their own country culture which effects the beliefs and understandings of the organizational safety culture	Because of the weak plan of the work, no proper change management available to implement, lack of proper planning and changing management leads sometimes to resistance from the employees. The management is conducting quarterly survey for the safety culture to understand the issue and find solution to correct the situation	* Awareness session for promoting safety culture * CEO and senior management enforce the safety culture * Encourage the employee that following the safety culture is rewarded and they will be recognized for their positive behavior * Any resourcing is available to maintain safety within the organization * No blame culture for any incidents, we have to focus on the root cause to fix the problem, because to maintain the safety culture and improve it you have to improve the process * Encourage the people to report any near miss * Implement the safety culture and properly review the contingency plan regularly * Recognize that different background and different culture and try to right for this cross culture with different language, so

						everybody can understand it well.

RI3	My role is to maintain physical safety to protect myself and my employees by wearing the PPE at site, as well as make all people around me understand how they can implement it correctly and avoid any dangerous situations. It is a culture to be aware about your safety all the time.	To 85%, I practice this in every chance I have, and implementing focusing with the employees that if they face any incident happen, I ask them to stop, think then act.	All the safety procedures available are extremely respected and implemented. Of course, the procedure of working in the office is different from site, so the employees need to differentiate between the set of rules for each and execute them correctly. An example is wearing a PPE on site is a requirement, but it is not relevant in the office since it is not a construction area.	Resisting the safety rules from some employees.	* Because everyone is different, where they come from different culture safety * We don't have the right tools necessary to assess the reason behind it to punish and or reward their behaviors * Different social behaviors between the different nationalities * Diversity of experience that represent where the organizational safety culture came from The management is providing sessions that will help the employees to understand the value of the safety and what benefits come from implementing the rules (open discussions).	* Walk to talk, leaders have to do that regularly because the involvement of the leadership to find opportunity to recognize good behavior a reward it * Group discussion sessions for the safety organizational culture * Culture safety team is doing awareness to explain the importance of safety for the employees through incident or disaster occurred on the work and conduct open discussion about it * providing sessions that will help the employees to understand the value of the safety and what benefits come from implementing the rules (open discussions).

RI4	My role is to implement our procedure that is already in place and make sure my team implement it as well and if there are any changes for it to be reported to the concerned department to update the procedure. I am doing regular walk down as well to ensure that the safety rules are implemented, as it is a priority and of there is any concern regarding safety I have the authority to stop the work.	On a daily basis, it is a routine in both the office and site.	Organizational safety is maintained through several programs such as MARKAZ which employees can raise condition reports regarding safety issues and five minutes safety moments before every meeting.	Some managers within the organization decide separate definitions of safety and its priorities. Where they decide which rules are more important to focus on to be implement by their employees, rather than using the given definition and all its provided rules as required, which might not support the organization to implement organizational safety culture correctly.	Because the consequences of not complying with the safety rules are not strong enough to prevent them from repeating it. Escalating this issue for the upper management could help in this situation to provide the needed up to down coaching.	The organization is doing excellent work in providing training and awareness sessions regularly, in the future they can conduct group session and open discussions that will allow them to listen to all of the employees and understand the issues they are facing regarding safety.
RI5	My role is to comply with all the safety instructions and respect all the rules while I am working and make sure to be a role model for my employees.	To a high extent, by a proper pre-job reviewing to comply with all the procedures that helped me a lot to practice safety while I'm working.	Providing on board training for all new joiner employees to explain for them the organizational safety culture and the importance of complying with safety. Where they have to repeat this training annually while they are working for the organization.	* Human error mistakes can be a barrier to comply with the safety rules * Understanding the safety rules communicated to the employees because of the language barrier or difference in culture	Because of the employees' multicultural backgrounds. The organization provides the instruction with different languages rather than relying on English, to make sure everybody understands it well.	* Provide regular training * Weekly newsletters addressing safety * Champions from each department within the organization to help implement the safety rules

RI6	My role is to be a role model by implementing the procedures and encourage my employees to do the same.	Always did my best to practice my role.	* Procedure is available and updated regularly * Continuous communication with the employees regarding safety through emails * Reinforce from the top management to comply with the safety rules * Open discussion through workshops about the main factors of not complying to the safety rules and the consequences of that	Cross culture will be the biggest challenge within the organization.	I agree with me colleague that the employees' multicultural backgrounds. The organization provides the instruction with different languages rather than relying on English, to make sure everybody understands it well.	* Providing regular training for the new joiners and repeat the same training every year to make sure they are reminded about the safety rules. * Link between complying to the safety rules and personal performance

RI7	As I am the role model for my employees and make sure that my actions and behaviors comply with that role, this is the best contribution that I can do with my role to support the safety culture	To the maximum, because no priority is above safety to be preformed during my work and I have to stop everything if I suspect that it is not safe enough either for me or my employees.	The organization drives everyone to think about the safety all the time, by reinforcing the implementation of the safety rules and the consequences of not complying with it.	The safety rules are not understood well because the pressure of time and completion of the project schedule that impacts against the safety sometimes.	Because people are focusing on the completion of the project schedule more than safety. We can encourage them as management to speak up and open the floor for questioning attitudes.	* All the leaders should be role models for their employees from the highest to the lowest level * Top management should be always careful about the kind of message to send to the employees behind every activity. For example, celebrating success a lot of hours without incidents that could put employees under pressure because is in human nature to make some mistakes and they should learn from it not fearing it. My suggestion is to clarify what happened before and what lesson learned that lead to the success.

RI8	My role is to promote safety culture and improve all the employee's behavior to comply with the safety rules and make them understand that safety is first in daily work activities.	In my position I am able to practice to a high extent by discussing every morning with my team all the safety issues. For example, encourage the team to drive safely to work especially during morning fog and encourage to raise any safety issues.	I see that safety message, should be discussed daily and learn from any mistakes. The organization adapted the system of lesson learned where everyone can access it and learn from the mistakes made by them or other employees.	Disagreements about written instructions between the workers based on their background differences coming from different countries and its diverse culture.	Based on their different backgrounds where they came from different countries along with their experiences, they have different ways to deal with the safety rules in their countries, which is the main reason for their disagreement with some written instructions regarding the safety. As a result the management conducts regular workshops between the leaders where everybody respects all diverse cultures and explain to the leaders that we need to comply with our governmental safety rules, as well as encouraging everybody that if they find something unclear to speak up about where is can be modify it which will make it more understandable to the lower level of employees such as workers at sites.	* The company does a lot, such as daily safety messages encouraging it to be discussed before any meetings * Report any safety issues or concerns * Safety culture survey quarterly to address al the issues and find recommendations to correct it * We can do more by listening to each other and give the opportunity for everyone to speak up because any person can talk about an issue could prevent disasters to occur. Specially to maintain health and safety culture

RI9	My role is to make myself aware about any new updates regarding the safety and convey the message to my team. Also make sure to be a role model for them.	To a high extent. I am applying all the procedures because safety is the first concern in my daily work.	Lesson learned and the value from each previous action is encouraged withing the organization, especially regular workshops, open discussion cases related to the issues that occurred in the past and how we can learn from it	* Cross culture of the employees * Human error and mistakes	The challenges are there because we are humans where errors and mistakes are unavoidable, and employees did come from different cultures. The management is increasing the awareness sessions to remind the employees about the importance of safety in the work.	I agree with my colleague about: * The company does a lot, such as daily safety messages encouraging it to be discussed before any meetings * Report any safety issues or concerns * Safety culture survey quarterly to address al the issues and find recommendations to correct it * We can do more by listening to each other and give the opportunity for everyone to speak up because any person can talk about an issue could prevent disasters to occur. Specially to maintain health and safety culture * As well as doing regular group discussions to talk about safety with our employees

RI10	My role is to adhere to all principals in the organization, and make sure my team is adhering as well. As well as leading by example and teaching my team how to comply and understand the effective safety culture. Also encouraging them to speak up about anything that is not right.	To a high extent, after my wide experience in different organizations I make sure of the implantation in work and personal life as well.	Always inform about any safety issue through email as leaders we can take it down to our teams and learn from it and discuss it as a learning opportunity.	Working remotely right now is our biggest challenge, so I can't find out what is going on exactly at the site. We are missing a lot of the activity parts.	Because of covid-19 disaster, we preferred most of our employees working remotely to decrease any possibility of getting infected by the virus. The management increased the communication between the people working from site and people working from home through MS teams and regular email updates.	The organization is doing excellent work and it can be developed by: * Open communication channel * Regular meetings talking only about the safety, so everyone can be on the same page and talking the same safety language * People open to talk about safety to maintain good behavior
RI11	My role is to implement the rules and make sure that my employees understand and implement these rules as well, encouraging them to speak up if there are any issues, near misses or incidents. And to be accountable to correct it.	To the most, around 90%.	Safety issues are shared by email daily to raise the employee's awareness about it and learn from it as lesson learned.	Some employees do not except safety instructions enforcement unless it comes from health and safety department.	It is in human nature to not follow the rules and find excuses for shortcuts. Sometimes they think because of their experience they have enough understanding where they don't need anybody to correct them or to tell them what to do. The management encourages to report and speak up about these behaviors.	* More awareness sessions to be provided for both the site and HQ * Train some employees to work as observers to reward good behavior and punish the bad behavior * To talk more about consequences if safety rules are not implemented

Appendix 4.10 – Company J

Data from the interviews | Company J						
Sr	Q1 - What do you think the role of you (Responsibilities + possibilities) as a leader for promoting Safely culture in the workplace?	Q2 - To which extent you are able to practice this role at the workplace?	Q3 - How is organizational safety preserved? what done already? please provide example!	Q4 - Can you please tell me about the challenges facing you as a leader in promoting safety culture?	Q5 - Why do you think these challenges there and how the management plan to overcome them?	Q6 - Can you please tell how the company management goes about raising the awareness and promoting safety culture within the company?
RJ1	Building any particular culture requires establishing a vision that helps everyone understand the desired outcomes. A vision can be established by assessing the current situation and what needs to be changed. Then, determine a clear goal that is tangible. As a leader, I need to communicate this goal and build a certain governance that supports achieving it. The process can be supported by empowering employees and building a reward framework that further encourages achieving the target.	Safety culture needs to be embedded into everyone's behavior.	Build an organizational system that embeds and promotes safety culture. For example, develop corporate and individual KPIs that encourages safety, build a governance for reporting safety elements like committees, build reward system that recognizes safety adherence, build a training system that increases safety awareness, etc.	Dealing with human complacency.	Human factor is the main reason, it can be managed through building an organizational system that embeds and promotes safety culture. For example, develop corporate and individual KPIs that encourages safety, build a governance for reporting safety elements like committees, build reward system that recognizes safety adherence, build a training system that increases safety awareness, etc.	Build an organizational system that embeds and promotes safety culture. For example, develop corporate and individual KPIs that encourages safety, build a governance for reporting safety elements like committees, build reward system that recognizes safety adherence, build a training system that increases safety awareness, etc.

RJ2	The leader plays a vital role model in the workplace as he leads by example. Promoting a safe culture for the team, returns a positive impact on company performance and the safety of the people.	It is precited every day, as safety culture became embedded in our DNA and values	By having safety cultural awareness campaigns, educating the leaders and the employees. Conducting regular audits and checks helps preserve the safety culture. Also, embedding a safety KPI on each leader provides the incentive to have safety instilled in everyone's values.	Even though we're promoting safety within the organization, if people around you are not disciplined or if they are ignorant, you will face incidents or have near misses.	I think that is because people don't believe in safety culture and think that it is rather a philosophy and not a practice and belief. To overcome it, we could set a KPI on each employee, do more campaigns and impose disciplinary action when wrong.	The company had made safety (HSE) as one of its core values and DNA. They spent an ample amount of money and investment to promote safety. I do believe that by keep doing the campaigns physically and virtually as well as imposing those campaigns and training on the employees it would bring value to the company and its employees both in the short and long term.