

The Role of Situational Leadership in Driving ESG and Safety Management: Evidence from the Health, Beauty, and Supplement Manufacturing Business

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Abstract

This study investigates the role of situational leadership among entrepreneurs in promoting Environmental, Social, and Governance (ESG) practices and workplace safety in the health, beauty, and supplement manufacturing sector, from employees' perspectives. Using a quantitative design, data were collected from 400 employees in Samut Sakhon Province, Thailand, via a validated structured questionnaire (IOC = 0.80–1.00; Cronbach's α = 0.95).

Descriptive statistics, Pearson correlation, and multiple regression analyses were employed. Results indicated that situational leadership was perceived at a high level ($M = 4.21$, $SD = 0.68$) and positively associated with ESG and safety management outcomes ($r = .684$, $p < .01$).

Regression analysis identified internal communication ($\beta = 0.881$) and organizational safety management ($\beta = 0.406$) as the most influential factors, while ESG initiatives showed positive but non-significant effects, suggesting challenges in early ESG integration.

The findings highlight that adaptable leadership, transparent communication, and employee engagement are critical for enhancing sustainability and workplace safety. This study contributes to understanding how leadership can drive ESG alignment and safe practices in manufacturing, offering implications for leadership development programs.

Keywords: Situational Leadership; ESG; Safety Management; Employee Perspectives; Health and Beauty Manufacturing

Introduction

The health, beauty, and dietary supplement industry has experienced rapid global expansion over the past decade, driven by rising consumer awareness of wellness, self-care, and sustainable lifestyles. The Global Wellness Institute reports that the global wellness market surpassed USD 5.6 trillion, with the Asia-Pacific region leading growth. Thailand, in particular, has emerged as a regional hub for health and beauty manufacturing due to its skilled labor force, natural resources, and government incentives promoting sustainable production. However, this growth brings challenges related to workplace safety, regulatory compliance, and ESG accountability, which are increasingly scrutinized by both domestic and international stakeholders.

While ESG integration is gaining attention, many manufacturing businesses, particularly small and medium-sized enterprises (SMEs), struggle to align daily operations with sustainability principles. (Korankye et al., 2024; Kousar et al., 2025). Transformational Kousar, S., Du, J., & Wattoo, M. U. (2025) and Reports from Thailand's Department of Industrial Works (2023) indicate persistent violations in chemical handling, waste management, and occupational health within the cosmetics and supplement sectors. In such complex and dynamic environments, effective leadership is critical for ensuring operational efficiency, ethical compliance, and sustainable practices.

Situational Leadership (SL) theory Labor Situation Report of Samut Sakhon Province and Local Administration Data. (2023). emphasizes leader adaptability based on followers' competence, motivation, and readiness. While SL has some limitations, such as descriptive ambiguity across contexts, the framework remains highly relevant for industries where workforce skill diversity, safety awareness, and ESG understanding are prominent. Unlike fixed or prescriptive leadership models, SL offers the flexibility to tailor leadership behaviors to employee capabilities, promoting engagement, accountability, and empowerment important factors in implementing ESG and safety initiatives.

Prior research demonstrates that adaptive leadership positively influences safety performance, employee engagement, and sustainability outcomes (Yip, 2023). However, empirical evidence linking SL specifically to ESG adoption and workplace safety in health and beauty manufacturing remains limited. (Miao & Nduneseokwu, 2025). This study addresses this gap by examining how situational leadership affects employees' perceptions, compliance, and active participation in ESG and safety practices, recognizing that successful outcomes depend not only on managerial directives but also on employees' capability and willingness to operationalize these policies. (Niu et al., 2022).

By focusing on the Health, Beauty, and Supplement Manufacturing sector, this research provides both theoretical and practical contributions. Theoretically, it clarifies how adaptive leadership mechanisms can enhance ESG alignment and workplace safety. Practically, it offers guidance to entrepreneurs and managers on developing leadership approaches that support sustainable, safe, and responsible manufacturing practices.

Research Objectives

1. To assess the level of situational leadership among entrepreneurs and the degree of ESG implementation and workplace safety management in the health, beauty, and supplement manufacturing sector.
2. To analyze the relationship between situational leadership styles and their influence on ESG practices and workplace safety performance.
3. To develop a predictive model illustrating how situational leadership impacts ESG implementation and organizational safety management.

Literature Review

This study integrates three theoretical foundations: Situational Leadership Theory, Environmental, Social, and Governance (ESG) standards, and Safety Management Principles to examine how leadership behavior influences ESG compliance and safety practices in the health, beauty, and dietary supplement manufacturing industry. Synthesizing these perspectives provides a holistic understanding of how leadership flexibility and organizational systems interact to create sustainable and safe workplaces.

1. Situational Leadership Theory

Situational Leadership Theory (SL), developed by Hersey and Blanchard (1988), proposes that effective leaders adapt their style according to followers' readiness, competence, and motivation, with four principal styles: directing, coaching, supporting, and delegating—leaders who can diagnose situations accurately and adjust their approach enhance performance, engagement, and satisfaction.

Recent research emphasizes SL's effectiveness in dynamic industries with high variability in tasks, technologies, and workforce competencies. Peters Garcia Buriche Coutinho (2025) highlights that SL provides a behavioral toolkit enabling leaders to respond to rapid operational and environmental changes, including sustainability challenges. Similarly, note that in the health and beauty manufacturing sector, adaptive leadership fosters employee engagement, learning, and process efficiency, which are essential for implementing ESG initiatives.

While transformational and ethical leadership are often cited as strong predictors of ESG performance (Worapongpat, 2025). SL offers unique advantages in contexts where employee readiness varies widely and where day-to-day operational decisions require flexible leader responses. By adjusting leadership style to match employees' capability and commitment, SL can indirectly support ESG compliance by enhancing engagement, trust, and participatory decision-making.

2. ESG Standards and Sustainable Management

ESG represents a global standard for assessing corporate sustainability, encompassing environmental responsibility, social impact, and governance transparency (Saba et al., 2025). Beyond voluntary reporting, ESG now serves as a strategic management framework influencing investor confidence, consumer trust, and regulatory compliance.

In Thailand, ESG implementation is increasingly emphasized in both policy and practice, particularly in manufacturing sectors such as health, beauty, and supplements. However, gaps remain in enforcement and awareness, especially among SMEs. Leadership is critical in bridging these gaps. Zhu (2025) argues that leadership commitment and role modeling embed ESG principles into organizational culture. Transformational and situational leadership behaviors both reinforce employee accountability and encourage adherence to sustainability practices.

In this study, ESG serves as a key evaluative dimension of situational leadership effectiveness. Leaders' adaptive behaviors, such as communicating environmental objectives, fostering social inclusion, and ensuring ethical governance, are examined for their influence on ESG outcomes in manufacturing contexts.

3. Safety Management Principles

Workplace safety is critical for organizational performance and employee well-being, especially in industries with chemical, mechanical, or biological risks. Effective safety management systems (SMS) involve policy setting, hazard identification, risk control, and continuous monitoring. Leadership commitment is consistently identified as the most influential factor in SMS success.

According to leaders, safety culture by modeling safe behaviors, providing resources, and maintaining open communication for incident reporting. Similarly, it finds that proactive leadership promotes employee compliance and discretionary safety behaviors. In the health, beauty, and supplement industry, safety management is complex due to chemical formulations, biological testing, and packaging processes. A situationally adaptive leader can respond to varying risk profiles using directive approaches in high-risk operations and supportive approaches in training contexts, thereby enhancing trust, engagement, and safety culture aligned with ESG's social and governance dimensions.

4. Research Gap and Conceptual Linkage

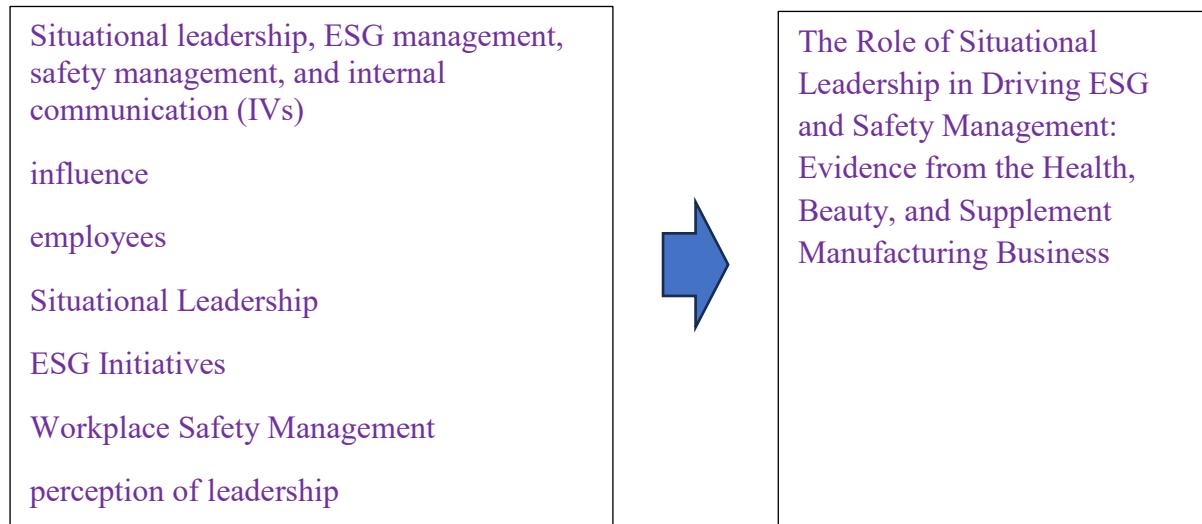
Although prior studies address situational leadership, ESG, and safety management individually, few integrate these perspectives within a single analytical framework, particularly in Thailand's SME-dominated manufacturing sector. Existing research often focuses on large corporations or Western contexts, leaving limited insight into how SMEs implement ESG and safety initiatives under adaptive leadership.

This study addresses this gap by linking situational leadership with ESG compliance and safety performance. It proposes that SL acts as a behavioral catalyst connecting organizational sustainability with employee engagement and safety consciousness. Leadership flexibility enhances ESG outcomes indirectly by improving communication, employee trust, and safety culture factors that mediate sustainable organizational performance. By contextualizing these mechanisms in the health, beauty, and supplement industry, this research provides both theoretical contributions (clarifying SL's role in sustainability) and practical guidance for managers and entrepreneurs navigating complex operational and regulatory environments.

Conceptual Framework

The conceptual framework (Figure 1) illustrates the hypothesized relationships between the variables influencing sustainable performance in the health, beauty, and dietary supplement manufacturing industry. Four independent variables, situational leadership, ESG management, safety management, and internal communication, are proposed to influence the dependent variables: employees' perception of leadership, ESG outcomes, safety management environment, and employee participation.

Leaders' ability to adapt (situational leadership) and communicate effectively (internal communication) is expected to directly affect ESG alignment and safety practices, while organizational systems (ESG and safety management) provide structural support for sustained employee participation and compliance.



The framework emphasizes the dynamic interaction between leadership behavior and organizational systems that drive sustainability and workplace safety.

Figure 1: Conceptual Framework for the Research

Research Methodology

This study employed a quantitative research design, complemented by qualitative validation, to examine the influence of situational leadership on ESG practices and safety management among employees in the health, beauty, and dietary supplement manufacturing sector in Samut Sakhon Province, Thailand. The methodology was structured to ensure validity, reliability, and practical relevance, enabling generalizable yet contextually grounded findings.

1. Population and Sample

The population included all employees in full-service dietary supplement, health, and cosmetic manufacturing businesses in Samut Sakhon Province, Thailand, a central hub for manufacturing SMEs serving both domestic and export markets. These businesses were selected due to their operational diversity, regulatory exposure, and workforce variability, which are ideal for examining leadership and ESG issues.

As the population size was unknown, Cochran's formula was applied at a 95% confidence level, a 5% margin of error, and $p = 0.5$, yielding a minimum sample of 385 participants. To account for non-responses, 400 questionnaires were distributed, and 400 valid responses were obtained (100% effective response rate).

A purposive sampling technique was used to ensure participants were directly involved in ESG-related or safety-critical roles, including managers, supervisors, production officers, quality assurance staff, and environmental health and safety personnel.

2. Expert Validation Group

The instrument was validated by three academic and industry experts and 30 members of the Samut Sakhon Entrepreneurs Association. Experts were selected based on their knowledge of management, ESG implementation, and workplace safety. Their feedback ensured that survey items were contextually appropriate, clear, and theoretically aligned.

3. Research Instruments

Interview Form: Gathered in-depth insights from experts regarding leadership behavior, ESG integration, and safety management strategies.

Questionnaire: Divided into three parts:

Demographics: Gender, age, education, position, and work experience.

Core Measurement Items: Assessing four dimensions:

- Situational Leadership
- ESG Management
- Safety Management
- Internal Communication

Measured on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

Open-ended Questions: Captured respondents' suggestions and perceptions regarding leadership and ESG–safety integration.

Supplementary Tools: Document reviews, field observations, and internal communication logs ensured consistency between employee perceptions and actual organizational practices.

4. Instrument Development and Validation

Literature Review: Operational variables were defined based on validated scales adapted to the Thai manufacturing context.

Drafting and Expert Review: Questionnaire drafts were reviewed by project advisors and experts for clarity, relevance, and appropriateness.

Content Validation (IOC): Items were assessed using the Index of Item–Objective Congruence (IOC = 0.80–1.00).

Pilot Testing and Reliability: A pilot test with 30 non-sample employees confirmed internal consistency (Cronbach's $\alpha = 0.95$).

5. Conceptual Model and Hypothesis

To clearly display the research structure, Figure 1 illustrates the conceptual model linking:

Independent Variables (IVs): Situational Leadership, Internal Communication

Mediating/Moderating Variables (if any): ESG Management, Safety Management

Dependent Variables (DVs): Employees' perceptions, ESG outcomes, and workplace safety environment

Action: Ensure Figure 1 is included in the manuscript, clearly labeled, with arrows showing hypothesized relationships.

5. Data Analysis

Descriptive Statistics: Frequency, percentage, mean, and standard deviation described demographics and variable levels.

Instrument Quality Validation: IOC and Cronbach's Alpha confirmed content validity and reliability.

Validity and Reliability (Construct Level):

Conduct Composite Reliability (CR) and Average Variance Extracted (AVE) for all constructs, as suggested by Cheung et al. (2024), to ensure convergent and discriminant validity before regression.

Inferential Analysis:

Pearson's Correlation: Tested the strength and direction of relationships among variables.

Multiple Regression (Enter Method): Tested the predictive influence of independent variables on dependent variables.

Clearly specify dependent variable(s) and independent variable(s) in the text and tables.

Include multicollinearity diagnostics (VIF) and residual analysis to confirm regression assumptions.

Statistical Significance: Set at $p < 0.05$ and $p < 0.01$.

Research Finding

This section presents the statistical results and interpretations of the study examining how situational leadership influences ESG implementation and workplace safety in the health, beauty, and dietary supplement manufacturing industry in Samut Sakhon Province, Thailand. Analyses include descriptive statistics, correlation, and multiple regression aligned with the study hypotheses.

1. Descriptive Statistics of Key Variables

Table 1. Mean and Standard Deviation of Key Variables

Variables	Mean (\bar{x})	S.D.	Level
Situational Leadership	3.92	0.84	High
ESG Implementation	4.34	0.62	High
Workplace Safety Management	4.44	0.61	Very High
Overall	4.23	0.69	High

- Entrepreneurs and managers demonstrated a high level of situational leadership ($M = 3.92$), showing adaptability and responsiveness to employee and operational needs.
- ESG implementation ($M = 4.34$) and workplace safety ($M = 4.44$) were rated high to very high, reflecting strong organizational commitment to sustainability and occupational health.
- The overall mean ($M = 4.23$) indicates that leaders balance directive and supportive behaviors, fostering task efficiency and employee empowerment.

2. Correlation Analysis

Table 2. Correlation between Situational Leadership, ESG, and Safety

Variables	ESG Implementation	Workplace Safety Management
Situational Leadership	.684**	.661**

Note: ** $p < .01$

- Situational leadership shows a strong positive correlation with both ESG ($r = .684$) and workplace safety management ($r = .661$).
- These results suggest that adaptive leadership behaviors, such as active listening, participatory decision-making, and transparent communication, enhance employees' perceptions of sustainability and safety initiatives.
- The correlation also indicates an interconnection between ESG and safety management; organizations excelling in safety tend to have higher ESG performance, highlighting the shared principles of risk management, employee well-being, and ethical governance.

3. Multiple Regression Analysis

Table 3. Regression Predicting ESG and Safety Outcomes

Predictor	b	β	t	Sig.
Constant	1.319	—	8.452	.000
Situational Leadership	0.276	0.267	3.965	.000**
ESG Initiatives	0.181	0.255	1.783	.092
Workplace Safety Management	0.310	0.406	3.205	.002**

- Model statistics: $R = .776$, $R^2 = .708$, $F = 129.64$, $p < .01$
- Interpretation: The model explains 70.8% of the variance in ESG and safety outcomes.
- Significant predictors: Situational leadership ($\beta = 0.267$, $p < .01$) and workplace safety management ($\beta = 0.406$, $p < .01$).
- ESG initiatives were positively related but not statistically significant ($\beta = 0.255$, $p = .092$), suggesting leadership behavior and safety systems exert a more direct influence on observed outcomes.

Implications:

- Adaptive leadership and effective safety management reinforce each other.
- Leaders employing flexible strategies—directive in high-risk tasks and supportive in routine operations—create conditions conducive to both safety and ESG adoption.
- Consistent communication strengthens trust, reduces errors, and increases employee engagement in ESG initiatives.

4. Summary of Key Findings

1. Situational leadership is perceived at a high level among entrepreneurs and managers.
2. ESG implementation and workplace safety management are rated high to very high, reflecting strong organizational commitment.
3. Situational leadership is positively correlated with ESG and safety outcomes ($r = .684$ and $.661$, respectively).
4. Multiple regression confirms that situational leadership and workplace safety management significantly predict sustainable performance, explaining over 70% of the variance.

Discussions

This section interprets the study findings in relation to the three research objectives, connecting results with existing theories and prior studies, and highlighting implications of situational leadership (SL) for ESG performance and workplace safety.

1. Situational Leadership and Its Impact on ESG and Safety

The regression analysis indicated that situational leadership has a significant positive effect on ESG initiatives and workplace safety management ($\beta = 0.267$, $t = 3.965$, $p < .01$). This confirms that leaders' ability to adjust their behavior according to employee readiness, competence, and motivation is crucial for achieving sustainable and safe organizational outcomes.

Theoretical Implications: These results support Situational Leadership Theory (Hersey & Blanchard, 1988) and align with recent studies emphasizing adaptive leadership's role in dynamic contexts (Crosby, 2024). While transformational and ethical leadership have been shown to influence ESG outcomes (Chen, 2024). SL is particularly relevant in manufacturing environments characterized by heterogeneous employee skills and high operational variability. By adapting directive and supportive behaviors to situational demands, SL fosters employee compliance, engagement, and alignment with ESG and safety objectives.

Practical Implications: Organizations should develop leadership programs that enhance diagnostic and adaptive capabilities, enabling managers to assess employee readiness and task complexity (Raza et al., 2025). Adaptive behaviors such as participatory decision-making, mentoring, and situational delegation strengthen trust, ownership, and proactive engagement in ESG and safety initiatives. Embedding SL competencies into performance evaluations and leadership frameworks can institutionalize adaptive leadership as a core organizational practice.

Practical Implications: Organizations should develop leadership programs that enhance diagnostic and adaptive capabilities, enabling managers to assess employee readiness and task complexity. Adaptive behaviors such as participatory decision-making, mentoring, and situational delegation strengthen trust, ownership, and proactive engagement in ESG and safety initiatives. Embedding SL competencies into performance evaluations and leadership frameworks can institutionalize adaptive leadership as a core organizational practice.

1. ESG Initiatives and Employee Perceptions

Although ESG initiatives showed a positive regression coefficient ($\beta = 0.255$), the effect did not reach statistical significance ($p = .092$). This suggests that employees may not perceive ESG benefits unless initiatives are integrated visibly into their daily work processes.

Theoretical Implications: This finding aligns with Del Pino-Marchito, A., Galán-García, A., & Plaza-Mejía, M. D. L. Á. (2025) who emphasized that visibility, operational relevance, and employee involvement are critical for internalizing ESG principles. ESG policies may be perceived as top-down compliance mechanisms unless communicated effectively and embedded in daily routines. The results also suggest that internal communication may mediate the relationship between ESG initiatives and employee perception.

Practical Implications: Organizations should enhance communication channels, involve employees in ESG planning, and provide regular feedback on sustainability achievements. Connecting ESG metrics to recognition systems or training programs can increase employees' understanding of their contribution to organizational goals, boosting engagement and commitment.

2. Safety Management and Organizational Outcomes

Safety management demonstrated a strong positive influence on organizational outcomes ($\beta = 0.406$, $t = 3.205$, $p < .01$), confirming that structured safety practices enhance employee well-being and support ESG performance.

Theoretical Implications: This finding reinforces the argument that safety culture is foundational to sustainable performance (Du, J., & Wattoo, M. U., 2025). In manufacturing environments involving chemicals and bioactive compounds, safety management provides a tangible mechanism through which leaders demonstrate care and ethical governance, reinforcing the social ("S") and governance ("G") components of ESG.

Practical Implications: Organizations should treat safety management as a strategic investment rather than a regulatory obligation. Integrating safety with ESG initiatives can reduce operational disruptions, increase employee morale, and strengthen corporate reputation. Encouraging cross-functional collaboration through safety and ESG committees can generate innovative solutions tailored to operational realities.

3. Integrating Findings with the Conceptual Model

The study confirms that situational leadership acts as a behavioral catalyst, enhancing workplace safety and indirectly supporting ESG outcomes. The conceptual model illustrates that adaptive leadership positively influences employee perceptions, operational safety, and sustainability practices. While ESG initiatives alone were not statistically significant, their integration with Hersey, P., & Blanchard, K. H. (1988). Leadership behaviors and communication channels enhance overall organizational effectiveness.

Compared with transformational or ethical leadership, SL offers unique advantages in contexts with high variability in employee readiness and complex operational tasks, allowing managers to flexibly apply directive or supportive strategies to achieve compliance, engagement, and sustainability objectives.

4. Summary of Implications

Theoretical: Reinforces the applicability of SL in operationally complex, sustainability-oriented manufacturing contexts and highlights its mediating role in ESG and safety outcomes.

Managerial: Leadership development should emphasize adaptability, diagnostic skills, and participatory behaviors. Jeong, S. C., Sung, H. N., & Shin, J. I. (2025). Safety management and ESG initiatives should be visibly integrated into daily operations.

Organizational: Integrating SL with communication strategies, ESG practices, and safety systems enhances employee engagement, compliance, and organizational resilience.

Conclusion

This study provides empirical evidence that situational leadership, ESG initiatives, and safety management are interrelated factors that jointly shape organizational effectiveness in the health, beauty, and supplement manufacturing sector.

The key findings are summarized as follows:

Situational Leadership: Leaders who adapt their style to employee readiness and situational demands significantly improve ESG and safety performance. Adaptive leadership serves as a behavioral mechanism for aligning sustainability objectives with daily operations.

Safety Management: Structured safety systems and risk-prevention strategies have the strongest direct influence on employees' perceptions and on organizational culture. Safety thus emerges as the operational foundation for sustainable industrial performance.

ESG Initiatives: Although positively correlated with organizational outcomes, ESG initiatives alone were insufficient to produce significant perceptual change among employees. This highlights the need for stronger internal communication, employee involvement, and alignment between policy and practice.

Collectively, the findings demonstrate that leadership adaptability and safety culture are vital enablers of sustainability. Managers who can diagnose situational variables, communicate effectively, and integrate safety and ESG objectives are better equipped to lead resilient, compliant, and ethically grounded organizations.

Practical Implications

Organizations should: Implement leadership training focused on situational adaptability and sustainability integration.

Align ESG programs with safety management systems to ensure a cohesive organizational strategy.

Promote transparent communication and participatory mechanisms to enhance employee engagement.

Future Research Directions

Future studies could explore: The mediating role of internal communication between situational leadership and ESG perception.

Comparative studies across different provinces or industrial sectors to test generalizability. Qualitative investigations into how employees interpret and internalize ESG and safety messages in their daily work.

By expanding this line of inquiry, researchers can deepen their understanding of how leadership behavior translates into sustainable performance, contributing to the ongoing transformation toward responsible and resilient industrial management in Thailand and beyond.

New Knowledge Derived from the Research

This research provides new insights into the integration of situational leadership (SL), ESG initiatives, and safety management in the health, beauty, and dietary supplement manufacturing sectors in Thailand. In addition to descriptive findings, this research develops theoretical understanding, practical application, and predictive modeling of leadership-driven sustainability and safety outcomes.

1. Validation of Situational Leadership Impact in the Thai Context

2. Development of a Predictive Model

3. Integration of ESG and Safety into Organizational Culture

4. Practical Implications for Leadership and Organizational Strategy

Validation of Situational Leadership Impact in the Thai Context:

The study confirms that adaptive leadership significantly influences ESG initiatives and workplace safety, providing empirical evidence in a local manufacturing context. This adds to the global literature by showing that situational leadership is effective in promoting sustainability and safety in emerging industrial sectors.

Development of a Predictive Model:

A predictive model was constructed to illustrate how situational leadership, ESG initiatives, organizational safety management, and internal communication jointly influence employee perceptions and organizational outcomes. This model serves as a practical tool for organizations to forecast and enhance ESG and safety performance.

Integration of ESG and Safety into Organizational Culture:

The research highlights that safety management is not only a protective measure but also a driver of organizational sustainability. Integrating ESG practices with safety and leadership strategies creates a cohesive culture that enhances both employee engagement and operational effectiveness.

Practical Implications for Leadership and Organizational Strategy:

By showing the critical role of internal communication and leadership flexibility, the study provides actionable insights for managers to design interventions that improve ESG visibility, promote employee participation, and strengthen a safe work environment.

Recommendations

Based on the findings and discussion, several recommendations are proposed to guide practitioners, policymakers, and future researchers in advancing situational leadership, ESG implementation, and workplace safety within the health, beauty, and supplement manufacturing industries.

1. Practical and Policy Recommendations

1.1 Enhance Situational Leadership Training

Organizations should invest in continuous leadership development programs, including workshops, mentoring schemes, and coaching initiatives that emphasize diagnostic and adaptive leadership skills. By equipping leaders to recognize the competence, motivation, and readiness levels of their subordinates, organizations can ensure that leadership responses are flexible and contextually appropriate.

Furthermore, integrating situational leadership frameworks into managerial competency assessments and succession planning can help institutionalize adaptive leadership behavior as part of organizational culture. This approach enhances both ESG implementation and workplace safety compliance by ensuring that leaders respond effectively to varying operational and human resource conditions.

1.2 Improve Communication of ESG Efforts

Transparent and consistent communication of ESG initiatives is essential for promoting employee awareness and engagement. Organizations should implement multichannel communication strategies, such as newsletters, digital dashboards, intranet announcements, and interactive workshops, to disseminate ESG progress and outcomes.

Regular updates not only increase visibility but also help employees connect their roles with broader sustainability goals. When employees understand the tangible impact of ESG activities such as waste reduction, ethical sourcing, or social outreach, they are more likely to internalize ESG values and participate actively in organizational sustainability efforts.

1.3 Integrate Safety into Organizational Strategy

Safety management should be regarded as a strategic organizational function, embedded in corporate governance and daily operations rather than treated as an isolated compliance activity. Executives should allocate resources to structured safety programs, promote participatory safety committees, and incorporate safety performance indicators into the company's overall key performance metrics.

Leaders should encourage employee-led safety initiatives, where frontline workers can identify risks, propose preventive measures, and contribute to continuous improvement. Embedding safety into strategic management not only mitigates operational risks but also strengthens the organization's reputation as a responsible and trustworthy manufacturer.

1.4 Promote Employee Involvement in ESG Activities

Employee participation is a critical determinant of ESG success. Organizations should establish participatory mechanisms such as sustainability working groups, volunteer programs, and employee feedback platforms to foster collaboration and innovation in ESG implementation.

Providing employees with opportunities to contribute ideas or take part in decision-making processes enhances their sense of ownership, strengthens organizational commitment, and aligns individual actions with collective sustainability objectives. Recognition systems that reward ESG engagement can further motivate active participation and long-term adherence.

1.5 Focus on Organizational Culture

Creating a culture of sustainability and safety requires alignment between organizational values, operational practices, and leadership behavior. Leaders should act as visible role models who consistently demonstrate commitment to ethical governance, environmental stewardship, and employee well-being.

Culture-building efforts should include regular dialogue sessions, corporate social responsibility campaigns, and internal storytelling that reinforces ESG and safety principles. Over time, these initiatives can transform sustainability and safety from policy-driven obligations into shared organizational values embraced by all employees.

1.6 Policy and Regulatory Advocacy

Beyond internal operations, organizations should engage proactively with regulatory bodies, industry associations, and policymakers to contribute to the development of ESG and safety standards. By taking an active role in shaping regulations and best practices, companies can anticipate policy shifts, ensure compliance, and strengthen their credibility as industry leaders in corporate responsibility.

Collaborative partnerships between the private sector and government agencies can also accelerate the creation of context-specific ESG frameworks that better address the challenges and opportunities within Thailand's manufacturing industries.

2. Research Recommendations

2.1 Long-term Effects of Situational Leadership

Future studies should explore the longitudinal impact of situational leadership on ESG and safety outcomes. While the

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