

# **Occupational Health and Safety from The Management Organization Perspective**

### **ABSTRACT**

Occupational health and safety (OHS) is of critical importance within the complex structure of modern work environments. From a management organization perspective, the effectiveness of OHS practices depends on the harmonious integration of leadership approaches, organizational culture and business processes. This article examines the effects of management theories on OHS practices, the role of contemporary organizational cultures in this area and the effects of leadership styles on OHS performance. The article aims to analyze the relationships between management organization and OHS within a theoretical framework, while also providing recommendations for practice.

*Keywords: Classical Management Theory, Neo-Classical Management Theory, occupational health and safety, Behavioral Approach*

### **1. INTRODUCTION**

The structural transformations that have occurred in work environments since the Industrial Revolution have increasingly increased the importance of the field of Occupational Health and Safety (OHS). In the 21st century, this field has become not only a legal obligation but also a critical strategic element in terms of employee satisfaction, product/service quality and organizational efficiency. Although OHS encompasses practices that aim to protect the physical and psychological health of individuals, it has a much broader framework from a management and organization perspective.

In this article, firstly, it is discussed how OHS interacts with the elements of corporate culture, leadership and organizational structure in the light of the theoretical background of the management organization. Then, the main difficulties encountered in the implementation phase and the strategic suggestions that can be developed to overcome these difficulties are presented.

In the intricate and ever-evolving landscape of organizational management, the discourse on occupational health and safety (OHS) has transcended its traditional confines, emerging as a cornerstone of sustainable corporate governance. As industrial paradigms shift towards more human-centric models, the imperative to ensure a safe and health-conscious work environment has gained unprecedented prominence. No longer relegated to mere compliance with statutory regulations, OHS is now inextricably linked to organizational efficacy, employee well-being, and corporate social responsibility.

The conceptualization of occupational health and safety from a managerial perspective necessitates an interdisciplinary approach, intertwining legal frameworks, psychological dimensions, and operational strategies. The contemporary workplace is fraught with multifaceted risks, encompassing both tangible hazards and latent stressors that impact workforce productivity and organizational resilience. In this regard, modern management theories underscore the necessity of a proactive and integrative OHS strategy, wherein

leadership, corporate culture, and systemic safeguards coalesce to mitigate occupational risks.

This paper seeks to critically examine the managerial underpinnings of occupational health and safety, delineating its evolution from a peripheral regulatory concern to a central tenet of organizational strategy. By scrutinizing theoretical perspectives and empirical findings, it aims to unravel the intricate interplay between OHS policies and managerial efficacy. Ultimately, this study endeavors to underscore the significance of embedding OHS within the fabric of corporate decision-making, positing that a robust safety culture not only fortifies employee welfare but also augments long-term organizational sustainability.

## **2. THE IMPACT OF MANAGEMENT THEORIES ON OHS PRACTICES**

Management theories offer a variety of approaches to understanding and optimizing the functioning of organizations. These theories play a critical role in effectively executing OHS practices and aligning them with organizational goals.

### **2.1 CLASSICAL MANAGEMENT THEORIES**

Frederick Taylor's Scientific Management approach focused on optimizing worker behavior to increase productivity. However, the fact that this approach ignored the dimensions of worker health and occupational safety has led to criticism over time. Henri Fayol's administrative management principles, on the other hand, made it possible to consider OHS as a system at the organizational level by emphasizing planning and organization elements. Classical management theories are a series of schools of thought that form the cornerstones of modern management science and offer the first systematic approaches on how organizations can be managed more efficiently and effectively. These theories generally emerged in the late 19th and early 20th centuries as a result of the economic and social transformations triggered by the industrial revolution. These theories aimed to provide a rational framework for the structural, functional and behavioral dynamics of organizations and focused particularly on elements such as the standardization of production processes, the division of labor and the determination of the hierarchy of authority.

The characteristics of modern theory can be summarized as follows (Ataman, 2009 as cited in Ulufer-Kansoy, 2021, 142):

- "Modern theory is descriptive. It advocates leaving the determination of goals and methods to individuals in organizations.
- Contrary to classical theory, which emphasizes static management, modern theory focuses on the dynamic process of interaction.
- Modern theory considers the organization as an open system composed of input, process, output, feedback, and environment.
- It acknowledges that organizations of all levels and sizes influence each other.
- Modern theory does not accept the existence of a single best organizational structure or management method.
- It encompasses and benefits from multiple disciplines.
- Modern theory is based on the organic organizational model.
- It emphasizes that the organization is a whole."

The distinctive features of the Classical Approach can be listed from a different perspective as follows ((Mahmood, Basharad 2012 as cited in Ekinici, 2019, ):

**Chain of Command** : In classical management theories, management is divided into three main levels: top, middle and lower management. When approached from this perspective, top management consists of the board of directors, general manager, president, rector and senior managers such as university deans. This management level is responsible for developing long-term strategic plans for the organization to achieve its goals. Middle management represents an intermediate level between both top and lower management. From this perspective, the responsibility of middle management can be defined as coordinating the activities of the auditors and creating policies and plans in line with the strategic plans of the upper management. While managers with titles such as department heads, assistant managers and similar are at this level, lower management is the level where policies and plans are put into practice and daily activities are supervised and managed.

- **Division of Labor** : The second fundamental feature of classical management theory is the division of complex tasks into many simpler and more specific tasks that can be more easily performed by employees. To analyze, this approach aims to increase efficiency by allowing employees to focus on narrower, more specific tasks.
- **One-Way Downward Influence** : In classical management theories, communication is usually one-way; decisions are made at the highest level and these decisions are transmitted with a downward influence. When approached from this perspective, no suggestions or feedback are received from the lower level. This shows that the hierarchical structure in organizations operates rigidly and decision-making processes are largely centralized (Weijrich, Koontz 1993; Cited by: Mahmood, Basharad 2012).
- **Autocratic Leadership** : Another characteristic of classical management theories is the adoption of an autocratic leadership style. From this perspective, management was shaped by the influence of the church at that time, and the autocratic leadership style required managers to make and implement decisions on their own, and to carry out all other management functions on their own. The belief that workers should be treated like machines was widespread, and it was thought that productivity would increase with this understanding. Workers were tightly controlled (Mahmood, Basharad 2012).
- **Predicted Behavior** : In classical management theories, the behavior of workers is considered predictable like a machine. From this perspective, the performance of workers is evaluated based on certain standards and predictions. To analyze, if a worker works according to these predictions and standards, he remains in the same position; otherwise, he faces the risk of being replaced or dismissed (Mahmood, Basharad 2012).

The need to increase effectiveness and efficiency in organizations has revealed the necessity of organizing and developing the organizational structure and the management activities that constitute this structure. In this context, efficiency-enhancing solutions and managerial suggestions for organizations have constituted the basic building blocks of the classical management approach (Koçel, 2014: 237; Çetin, Mutlu, 2010: 62 as cited in Öztürk and Demir, 2017,120). This perspective has been developed to produce solutions to various problems such as the tools and equipment used by the organization, its managerial

structure, the training of employees and the categorization of complex production processes (Daft, 1997: 42-43 as cited in Öztürk and Demir, 2017,120)

### **2.1.1 Frederick Taylor and the Scientific Management Approach**

One of the most well-known representatives of classical management theories is Frederick Winslow Taylor. Taylor's "Scientific Management" approach aims to analyze production processes and standardize work processes, thus increasing worker productivity. Based on his experiences at Midvale Steel, Taylor presented a paper on "rate setting" (establishing standards) and piece-rate wage system-based incentive mechanisms for his fellow engineers. Taylor believed that when a task's completion time is determined and daily production capacity is determined, the main issue is to ensure that workers produce in accordance with these standards and prevent them from limiting output. In this context, Taylor was greatly disappointed that his colleagues focused the discussion on incentives and ignored the standard setting process; he argued that incentives can only be meaningful when built on a solid standard system (Taylor, 1895 as cited in Wren, 2011, 14-15).

Taylor's intense interest in the effective and efficient use of resources paved the way for the birth of his first work, **Shop Management** (1903). Initially a paper presented to the members of the American Society of Mechanical Engineers (ASME), this work contained many basic principles that Taylor frequently used in his later works. These principles included; eliminating unnecessary movements by conducting time studies and establishing an appropriate performance standard ("rate setting"), implementing incentives based on the "differential piece rate" system inspired by the practices at Midvale, adopting the functional foreman model, the concept of exception management, meticulous planning of the selection and training processes of workers, encouraging a mutual accident insurance system in which the cost is shared between the worker and the employer, analyzing situations in which workers deliberately limit production ("laziness"), and the understanding that common interests can be balanced between both workers demanding high wages and producers desiring low costs (Wren, 2011, 14-15).

According to Taylor, the "best way" for each job can be determined by scientific methods, and this process can be optimized according to the individual talents and skills of workers. Frederick Taylor is a pioneering figure who laid the foundations of modern management. In the late nineteenth and early twentieth centuries, he criticized the "incompatible, inefficient or wrongly focused" activities of the workforce as a loss for the state. From this perspective, Taylor advocated that management move away from the traditional "finger tracking" method and instead determine the "best" application with statements made at certain intervals. In this context, he emphasized that the workforce should be given regular training on "best application" and suggested that employees should be guided in accordance with this standard instead of granting certain privileges in their tasks (Ferdous, 2016, 2).

Taylor's management approach is based on four basic principles:

1. **Scientific Business Analysis:** Traditional business methods should be replaced by standard procedures established through a systematic analysis process.
2. **Scientific Selection and Training of Workers:** Workers should be selected and trained according to the competencies required by the job.
3. **Cooperation and Harmony:** Mutual cooperation and harmony should be ensured between the management and the workers.

4. **Separation of Management and Worker Responsibilities:** While management undertakes the planning and controlling functions, workers should focus on implementation.

Although Taylor's approach had a great impact on increasing productivity, it was criticized for its mechanistic approach to human behavior. He was particularly criticized for ignoring the emotional and social needs of workers and for viewing workers merely as tools of production.

### **2.1.2 Henri Fayol and the Management Process Approach**

In today's management literature, the terms "Principles of Management" and "Scientific Management" are the most frequently used concepts, referring to Fayol, who is known as the Father of Management, and Taylor, who is considered the Father of Scientific Management, respectively. Fayol's theories formed the basis of management as a discipline and profession. Fayol was also the first person to advocate for management education (Pryor and Sonia, 2010 as cited in Rahman, 2012, 95). Fayol's basic contributions can be analyzed under the following main headings (Rahman, 2012, 97):

Fayol explained organizational and business life with six basic activities: technical, commercial, financial, security, accounting and management (Fayol, 1949; Parker and Ritson, 2005b; Bakewell, 1993).

- **Fayol's Management Functions**  
Fayol defined the foundations of management science as planning, organizing, coordinating, commanding and controlling functions (Fayol, 1949; Wren, 1972; Breeze, 1985; Robbins et al., 2000).
- **Fayol's 14 Basic Management Principles**  
Fayol put forward the principles of division of labor, authority, discipline, unity of command, unity of direction, harmony of individual and general interests, compensation, centralization, hierarchical chain, order, equity, stability in term of office, initiative and team spirit for successful managers (Fayol, 1949; Armstrong, 1990; Breeze, 1985; Wren, 1972; Cole, 1984).

Henri Fayol, another important representative of classical management theory, considered management as a process that can be divided into certain functions. Fayol's "Management Process Approach" suggests that basic management functions such as planning, organizing, commanding, coordination and control should be performed in order to ensure organizational effectiveness.

Fayol is known for the 14 basic principles he developed regarding management processes. These principles include basic principles regarding organizational structure and operation such as division of labor, authority and responsibility, discipline, ensuring unity, chain of command, and subordination of individual interests to general interests. Fayol's approach differs from Taylor's approach in that it offers a perspective not only on production processes but also on the organization as a whole. However, this theory has also been criticized for encouraging an overly centralized structure and limiting the flexibility of organizations.

### **2.1.3 Max Weber and the Bureaucracy Model**

The term "bureaucracy" was first used in its current meaning by the French Minister of Trade Vincent de Gournay in the 18th century and has been translated into many different languages over time (Özer, 2015:244 as cited in Akçakaya, 2016, 277). "Bureaucracy is considered in four different senses. First, it has a meaning that is widely known in a negative sense and is defined as "red tape". The second meaning refers to administrative offices established for the production of public goods and services. The third meaning refers to civil servants who are responsible for implementing the decisions taken by the political authority. The fourth and last meaning can be defined as an organizational structure, form of organization and mode of operation of bureaucracy; within this framework, the concept known as Weber's bureaucratic model or Weberian bureaucracy theory emerges" (Öztaş, 2015:140-142 as cited in Akçakaya, 2016, 277).

Max Weber's bureaucracy model is the one with the most comprehensive sociological foundations among the classical management theories. Weber argued that efficiency and justice could be achieved through bureaucratic structures in the rationalization process of modern organizations. The bureaucracy model is defined as organizational systems with a hierarchical structure that operate within the framework of certain rules and procedures. In this context, it can be said that the Bureaucracy Theory developed by Weber is based on the principles of functional specialization and division of labor, as one of the basic building blocks of the classical management approach. The theory includes a set of rules and procedures that define organizational structures and determine the duties and authorities of those who manage them. When analyzed in detail, these rules and hierarchical structures enable decision-making processes to become more efficient and systematic by ensuring the orderly functioning of organizations. Thus, Weber's Bureaucracy Theory makes significant contributions to organizational management not only in terms of structure but also effectiveness and control (Özer and Çiftçi, 2022, 135, as cited in Yenisu et al., 2019).

The administrative function has historically been a widespread phenomenon in all societies from ancient times to the modern era; however, Weber stands out as one of the first thinkers to define the unique character of bureaucracy in the modern era. Weber, who pioneered the development of a framework for the analysis of administrative systems, had a deep concern about the psychological effects of individuals within large-scale modern organizations and made predictions about this issue. Therefore, he emphasized that bureaucracy is not only a form of management, but also a phenomenon that should be carefully considered in terms of the psychological burdens it creates on individuals (Lutzker, 1982, 121).

Weber's Theory of Administration is essentially based on the analysis of the concept of sovereignty. Weber has addressed the types of sovereignty in two main categories; one is sovereignty based on mutual interests, the other is sovereignty based on authority relations. In the context of sovereignty based on authority relations, the following elements stand out:

- a. Individuals who hold or control authority,
- b. Individuals under authority, that is, who accept orders,
- c. Orders and directives determined by the authority holder,
- d. Individuals under authority accepting these orders without any resistance.

These elements provide an important basis for how authority relations work and how individuals' places in these relations are shaped (Dursun, 1992, 135).

The main features of Weber's bureaucracy model are:

1. **Division of Labor and Specialization:** Tasks are determined and distributed according to specialization requirements.
2. **Hierarchy:** Authority and responsibilities are based on a clearly defined chain of command.
3. **Rules and Regulations:** Organizational processes are carried out in accordance with written rules and standard procedures.
4. **Impartiality:** Objective criteria, not personal feelings and relationships, are taken as basis in decision-making processes.
5. **Technical Competence:** The performance of tasks depends on the knowledge and competence of individuals.

Although Weber's bureaucracy model has made significant contributions to increasing organizational effectiveness and ensuring optimal use of resources, it has been criticized over time for its negative consequences such as excessive formalism, lack of flexibility, and inhibition of innovation.

#### **2.1.4 Critique of Classical Management Theories and Its Impact on Contemporary Management Approaches**

Classical management theories have created a systematic body of knowledge about organizational structures and processes, and have laid the foundations of modern management science. However, these theories have often been criticized for being based on a mechanistic understanding of organization and for not taking the human factor into account enough. Taylor and Weber's approaches, in particular, have ignored the individual motivations, social dynamics and creativity of employees.

Today, more flexible, human-centered and dynamic management approaches have replaced classical management theories. However, the principles presented in these theories, such as division of labor, specialization, authority and responsibility, continue to be fundamental building blocks in modern organizations. Especially in the age of technology-based organizational structures and globalization, it is seen that some of the principles suggested by classical theories are being reinterpreted and implemented.

In conclusion, classical management theories provide an indispensable legacy for the development of management science and organizational effectiveness. However, accepting that these theories are not sufficient to understand and solve contemporary management problems should be considered as a starting point that encourages the development of new theoretical frameworks and approaches.

## **2.2 NEO-CLASSICAL AND BEHAVIORAL APPROACHES**

Elton Mayo's Hawthorne Studies demonstrated the impact of employee motivation and psychosocial factors on productivity. These findings indicated that OHS practices should encompass not only physical health but also psychological well-being.

Management science has been enriched by approaches that go beyond the rational and mechanical frameworks offered by classical theories and address more complex aspects of human behavior, social dynamics, and organizational structure. In this context, neoclassical and behaviorist approaches have offered an important critique and alternative to classical theories by emphasizing the importance of individuals and groups in the management of organizations. These approaches have focused not only on structure and processes but also on the human factor in order to increase organizational effectiveness.

### **2.2.1 Neoclassical Management Approach**

The neoclassical management approach, in contrast to the rational and structural perspective of classical theories, aimed to address the human side of organizations. This approach focused particularly on the needs, motivations, and social relationships of employees. One of the most significant contributions of neoclassical theory is its recognition that employees are not only economic beings but also social beings.

**Elton Mayo**, one of the most important representatives of the neoclassical approach, made significant contributions to this theory with the Hawthorne Studies he conducted in the 1920s and 1930s. The Hawthorne Studies showed that workers' productivity was associated not only with physical working conditions, but also with social factors and management style. These studies reached the following conclusions:

1. **Impact of Social Factors:** Social relations of workers in the work environment significantly affect their productivity and job satisfaction.
2. **Management Style:** A management style in which workers' opinions are taken into consideration increases motivation and strengthens organizational commitment.
3. **Group Dynamics:** Informal rules of work groups can be effective in determining individual behavior and performance.

With these findings, the neoclassical approach laid the foundations of the human-centered management approach and revealed the importance of social and psychological factors in ensuring organizational effectiveness.

According to Mayo (1949, 161), Modern engineering adopts a systematic and scientific approach to the improvement of processes or the elimination of errors in the fields of mechanics or chemistry. However, when it comes to determining the most suitable working conditions for humans, this process is often based on dogmas, traditions, predictions, or semi-philosophical discussions. In today's large-scale industrial structures, three basic problems that management constantly faces can be summarized as follows:

1. Transforming scientific knowledge and technical skills into a tangible product or material output.
2. Organizing production processes in a disciplined and systematic manner.
3. Establishing and maintaining effective teamwork based on continuous collaboration

Mayo (1949, 169) made the following conclusions regarding Hawthorne's "interview study":

- Interview enables individuals to overcome their emotional complexities and express their problems openly. Self-guidance produces more effective results compared to external advice.



- Interview helps individuals develop more satisfying relationships with coworkers and managers. It strengthens the social bonds in daily work life.
- Interviews help individuals develop loyalty to both their own work group and the organization. They increase their capacity to collaborate with management and other work groups.
- Interviews serve as a training tool that improves managers' capacity to deal with complex problems. They facilitate communication processes and help individuals express their problems objectively.
- Interviews allow young individuals to develop their listening and understanding skills. They support the development of maturity and judgment skills required for management responsibility.
- Interviews provide objective information for management by analyzing the essence of individuals' complaints. It contributes to the solution of three fundamental problems of modern large-scale industry (application of scientific knowledge, systematization of processes, sustainable cooperation).

Mayo states that a large portion of social and industrial conflicts can be prevented by managers, workers, and society in general having a stronger sense of social responsibility. In this context, individuals and groups acting with a sense of social responsibility is considered an important element that can reduce the potential for conflict both in working life and in general social relations. In this respect, the spread of social responsibility consciousness plays a key role in ensuring social harmony and industrial peace (Bendix and Fisher, 1949, 318).

### 2.2.2 Behaviorist Approach

The behaviorist approach offers a psychological and sociological perspective that aims to understand the behavior of individuals and groups more deeply. This approach treats organizations as social systems and suggests that organizational processes can be managed more effectively by examining the motivations, needs, perceptions, and communication styles of individuals. The foundations of the behaviorist approach are laid in the following theories:

1. **Motivation Theories:** Motivation plays an important role in understanding human behavior. For example, **Abraham Maslow's Hierarchy of Needs** suggests that individuals' behaviors are based on a series of motivational factors ranging from physiological needs to self-actualization, while **Frederick Herzberg's Two-Factor Theory** argues that job satisfaction and job dissatisfaction are caused by different factors. Motivation theories are generally examined in two main categories: classical and process (contemporary) motivation theories. In this context, Maslow's "hierarchy of needs" and Herzberg's "dual factor theory" are examples of content theories, while Vroom's "expectancy theory" is considered a typical representative of process theories. In addition, David McClelland's "three needs theory", Edwin Locke's "goal-setting theory", "reinforcement theory", "equity theory" and "work character theory" are also discussed within the scope of process theories (Robbins & Judge, 2013, p. 206 as cited in Şengöz, 2022, 165). From this perspective, while content theories

focus on determining the elements that cause individuals to be motivated, process theories mostly examine the functioning mechanisms of motivation. From this perspective, it can be said that Maslow's hierarchy of needs, with the principles it puts forward, forms the basic basis of motivation theories. As a matter of fact, the five basic need categories listed as physiological, security, love, recognition and self-actualization in the theory of needs are addressed under two main headings as job dissatisfaction (hygiene factors) and motivators (job satisfaction) in Herzberg's double factor theory; In Alderfer's Existence-Relationship-Growth theory, it is reorganized in three hierarchical levels as existence, relationship and development needs (Şengöz, 2022, 165). These theories will be examined below.

### **2.2.3 Maslow's Hierarchy of Needs Theory Behaviorist**

Maslow's work "The Motivation to Work" has created an important reference point in the field of organizational behavior and management by offering a new perspective on human motivation in understanding employees' work attitudes and behaviors. At this point, one of the most well-known approaches to the conceptualization of human needs in organizations stems from this theory put forward by Maslow. Abraham Maslow is a clinical psychologist who based this approach, which was introduced to the literature as the theory of the hierarchy of needs, on his individual observations and personal evaluations. From this perspective, Maslow's theory suggests that if people grow up in an environment where their needs are not met, it will be very difficult for them to function as healthy or socially adaptable individuals (Kaur, 2013, 1061). Maslow's very famous theory can be analyzed through the pyramid of needs, which is the figure below.

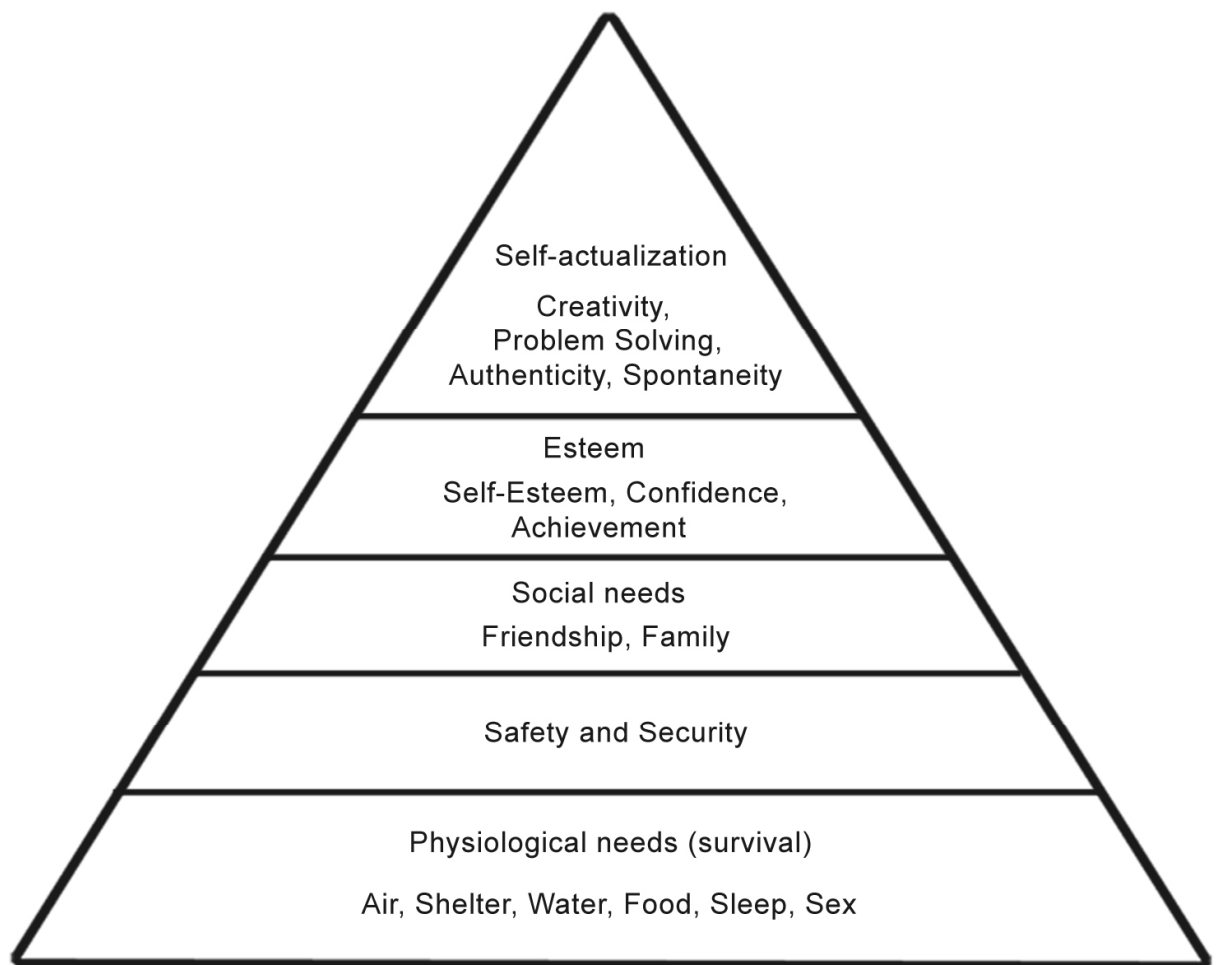


Fig .1 Maslow's Hierarchy of Needs

The steps of the pyramid occur from bottom to top. This means that an individual who cannot meet a need sequence starting from the bottom cannot move up to the next step. These steps are explained below:

**Physiological Needs:** This level includes the basic requirements necessary for the maintenance of life. Basic biological needs such as nutrition, shelter, and sleep are included in this category. If these needs are not met, the individual cannot progress to other levels.

- **Safety Needs:** This level, which includes physical and economic security, refers to the desire of individuals to feel safe. Elements such as shelter, employment security and health constitute this level.

- **Social Needs:** This stage expresses people's search for belonging and love, and the importance of family, friendship and social ties is emphasized. These needs ensure the social adaptation of the individual.
- **Esteem Needs:** It includes the individual's self-confidence and the respect he receives from his environment. Elements such as success, status and self-confidence fall into this category. From this perspective, at this level, the individual's effort to reinforce his place in society is observed.
- **Self-Actualization:** Located at the top of the pyramid, this step expresses the individual's desire to fully utilize and realize their potential. Creativity, problem solving, and personal development are the basic elements of this level. At this point, the individual meets their highest motivational need (for detailed information, see Rojas et al., 2023; Gambrel and Cianci, 2003; Ihensekien and Joel, 2023).

#### **2.2.4 Alderfer's ERG Theory**

In the literature as **ERG Theory** (Existence-Relatedness-Growth Theory), suggests that individuals have three basic needs: **existence**, **relatedness** and **development** needs. In this context, Alderfer's theory reconsidered **the physiological needs**, **safety needs**, **belonging and love needs**, **status and esteem needs** and **self-actualization needs in Abraham Maslow's hierarchy of needs** by placing them in a simpler framework. Technically, this theory aims to explain human motivation in a more flexible and dynamic way. From this perspective, ERG theory is a motivation model that evaluates individuals' needs simultaneously and interactively rather than in a hierarchical order (Tekin and Görgülü, 2018, 1560-1561).

In this model, it is stated that more than one need can be a source of motivation for individuals at the same time, and that the effort to meet a higher-level need can cause a decline in the satisfaction level of a lower-level need (Mdhlalose, 2024,615, as cited in Sulastri, 2021). In this context, ERG theory argues that it is not necessary for individuals to fulfill their needs in a hierarchical order. According to Alderfer's approach, needs at different levels can be addressed simultaneously. For example, while meeting their basic physiological needs, the individual can also focus on projects aimed at developing their creativity or expressing themselves. From this perspective, the dynamic and multidimensional structure of human motivation comes to the fore (Mdhlalose, 2024,615-616).

#### **2.2.5 Herzberg's Two Factor Theory**

The "Motivation-Maintenance Theory" of Frederick Herzberg, a leading management theorist, is considered one of the most recognized and discussed approaches among motivation theories after Maslow's hierarchy of needs theory (Gökçe et al., 2010, 236, as cited in Drafke and Kossen, 1997). In this context, Herzberg's theory offers an in-depth look at the phenomenon of motivation by distinguishing the sources of satisfaction and dissatisfaction in individuals' work lives and occupies a unique place in the organizational behavior literature (Gökçe et al., 2010, 236). The theory in question consists of two basic components, and each component can be expressed by considering different perspectives. The first component suggests that job factors can be evaluated in two separate and distinct categories. In this framework, elements that contribute significantly to job satisfaction but rarely or never affect job dissatisfaction are defined as "Motivational Factors". On the other hand, the factors that cause job dissatisfaction but generally do not contribute to job satisfaction are called "Hygiene Factors". From this perspective, job satisfaction and dissatisfaction, contrary to the traditional understanding of psychology, should not be

considered as two opposite ends of a single dimension, but as two separate, independent dimensions. This approach contains a sharp contradiction with the classical view that satisfaction and dissatisfaction are on the same axis (Gardner, 1977, 197). The factors that affect the satisfaction and motivation levels of employees in the work environment are divided into two basic categories: hygiene factors and motivational factors. This distinction indicates that the concepts of job satisfaction and job dissatisfaction are not a single dimension located at opposite poles, but should be considered as independent dimensions (Bhatt et al., 2022, 232). Hygiene factors are factors that cause high levels of dissatisfaction among employees when they are missing in the workplace, but do not create satisfaction with their existence. Improving these factors only creates an effect towards reducing dissatisfaction. These factors, which focus more on the physiological needs of employees, include company policies, wage levels, working conditions, office relations, fringe benefits, and job security (Bhatt et al., 2022, 232). Motivational factors are elements that create satisfaction for employees and address their psychological needs. Unlike hygiene factors, the lack of these factors does not cause dissatisfaction, but creates low levels of satisfaction. Strong motivational factors have the potential to increase employees' job satisfaction and strengthen their commitment to the organization. In this context, growth and development opportunities play an important role in employees' ability to develop themselves professionally. In addition, appreciation of employees' achievements at work and recognition of their contributions are among the most basic elements that increase their motivation. The nature of the job is considered to be another important factor that shapes the employee's interest and commitment to their job (Bhatt et al., 2022, 232).

### **2.2.6 Vroom's Expectancy Theory**

Expectancy theory is a theory of motivation based on the relationship between the rewards that individuals expect to receive as a result of the actions they perform or the tasks they undertake and their actions. This theory is nourished by early studies in the fields of psychology and economics, which made it possible to consider the phenomenon of motivation from a cognitive perspective. This theory, which has its roots in the cognitive analyses of Kurt Lewin and Edward Tolman, pioneers of motivation theory, and the rationality assumptions of classical economic theories, was systematically developed by Victor Vroom in 1964 (İlgün, 2010: 16 as cited in Akduman and Taşdelen, 2021, 1072).

Vroom (1964) defined expectancy as the probability that an action or effort (e) will lead to a certain outcome or performance (p), that is, this relationship is expressed as  $e \rightarrow p$ . In practice, expectancy has also often been measured as the perceived relationship or correlation between an action and an outcome. In addition, expectancy has also been interpreted as the probability that the effort will lead to a direct performance outcome or a second-order outcome (o), and this relationship is expressed as  $e \rightarrow o$ . However, this latter understanding confuses the concept of expectancy with the concept of instrumental value ( $p \rightarrow o$ ), which describes the relationship between performance and a second-order outcome. Therefore, in order to determine the relationship of the original expectancy definition with higher effect sizes, both action-based expectancy ( $e \rightarrow p$ ) and expectancy for second-order outcomes ( $e \rightarrow o$ ) were coded separately (Van Eerde and Thierry, 1996, 576).

### **2.2.7 McClelland's Three Needs Theory**

McClelland's theory focuses on three basic motivations, often expressed broadly, and relates these motivations to behaviors that are considered important to or relevant to organizations. The theory extends these three motivations far beyond the organizational context and applies them to various aspects of individuals' daily lives (Miner, 2005, 48). Atkinson and McClelland (1948) examined the extent to which food images dominate thought processes. In the study, it was found that as participants spent more time without

eating, the stories they wrote included more food-related words. This arousal-based approach was later expanded to examine motivations such as affiliation, power, aggression, sexuality, fear, and achievement. However, achievement motivation experienced the greatest theoretical development in the early years (McClelland, Atkinson, Clark, & Lowell 1953 as cited in Miner, 2005, 48). McClelland (1961, 1962 as cited in Miner, 2005, 48) describes the specific characteristics of situations that individuals with a strong need for achievement prefer and that stimulate their efforts towards success. First, these situations enable individuals to achieve success solely through their own efforts and talents; they should not depend on luck. In other words, individuals should be able to take personal responsibility for success and be rewarded for the results they achieve. Rewards do not have to come from others; for these individuals, achieving success through their own efforts is a source of internal satisfaction. Second, it is emphasized that success-oriented situations should include a moderate level of difficulty and risk. If a task is extremely challenging, the chance of success decreases and this leads to a decrease in motivational satisfaction. On the other hand, very easy tasks are not satisfactory because they are tasks that everyone can achieve. Individuals with high achievement motivation carefully evaluate risks and prefer situations that will challenge them only slightly without overstraining them. Third, success situations should provide a structure that clearly and definitively reports the success of individuals' efforts. If a person cannot distinguish between success and failure, it is difficult to feel satisfied with the outcome. Therefore, the situations in question should ensure that the results are learned clearly within a reasonable time frame ( 1961, 1962, cited in Miner, 2005, 48 ).

### **2.2.8 Locke's Theory of Goal Setting**

Goal Setting Theory is based on the basic assumption that human behavior is directed towards consciously determined goals and that these goals regulate the behavior of individuals. According to this theory, there is a goal-oriented orientation at the basis of human behavior, and individuals' actions and performances are shaped according to the goals they set (Erbaş, 2021, 212). In this theory, Locke argues that people direct their behavior towards consciously determined goals. In this context, the nature of the goals has a direct effect on the motivation levels of individuals. According to Locke, the difficulty, clarity and reachability of the goals are the main elements that determine individuals' willingness to achieve these goals. From this perspective, challenging and clear goals create higher motivation in individuals, while easy and vague goals lead to lower motivation. According to Locke's theory, goals that are difficult but possible to reach make individuals' efforts more efficient and strengthen their desire to be successful. From this perspective, the goals set to increase individuals' motivation must be specific and measurable. The clearer and more specific the goals, the more effort individuals will put in to achieve them. According to the theory, individuals' motivation levels are directly related to the characteristics of the goals they set. The desire to achieve difficult goals is much stronger than the desire to achieve easy goals. In this context, it is suggested that as the goal grows, performance will also increase, and as the goal shrinks, performance will decrease (Koçyiğit, 2015 as cited in Erbaş, 2021, 212).

### **2.2.9 Skinner's Reinforcement Theory:**

Reinforcement theory is a scientific approach that explains how individuals acquire behaviors and how they are directed to certain behaviors. In this context, it is emphasized that teachers should avoid giving rewards to all students at the same time while trying to motivate students. In cases where students do not follow the right path in the learning process or do not exhibit the desired behavior, teachers need to communicate these situations to them. From this perspective, it is important for teachers to make students aware of how positive reinforcements can be obtained (Gordan, 2014, 682). From a scientific

perspective, this theory aims to understand how organisms respond to the feedback they receive from their environment and how these reactions shape their future behaviors. Skinner argued that behaviors are learned through reinforcement and suggested that behavioral changes can be directed through reinforcement or punishment. Reinforcement is the process of increasing the probability of a behavior being repeated with rewards provided after it has occurred.

From this perspective, it is emphasized that environmental factors are the most important elements that significantly affect the behavioral processes of individuals. According to Skinner, individuals do not act solely with internal impulses; the rewards and punishments in their environment determine which behaviors they will continue. Reinforcement theory defines different types of reinforcement based on the type and frequency of rewards given to ensure the repetition of a behavior. Continuous reinforcement allows the individual to learn quickly by giving a reward for each correct behavior, while occasional reinforcement makes the behavior more permanent. Scientifically, reinforcement is defined as the process of increasing the rate or probability of a behavior or response, which is associated with operant conditioning and behavior analysis theories. This process occurs by providing reinforcement immediately or within a short period of time after the behavior occurs. Reinforcement theory addresses the dynamics of motivation by focusing on the emotional states and mental processes of individuals. According to this theory, it is accepted that a person's behavioral changes are significantly shaped by the actions they perform or the behaviors they exhibit. According to Skinner, in order for individuals to be motivated, the external environment of the organization must be structured effectively and positively. Reinforcement theory is considered a powerful tool in directing and controlling individuals' behavior; however, this theory examines how people act, not the reasons for their behavior (Gordan, 2014, 682).

#### **2.2.10 Adams' Theory of Equity**

John Stacey Adams' Equity Theory is an important approach in motivational psychology that explains how employees evaluate their perceptions of equality and justice. Perhaps for the first time, Adams systematically addressed how individuals establish the balance between the resources they have at work and the rewards they receive, and the effects of this balance on motivation. In this context, individuals make a proportional comparison between the efforts and rewards of others at work and their own efforts and rewards. Equality is achieved when individuals feel that they are in a position where they are fairly evaluated, rewarded and recognized as a result of this comparison. Walster et al. (1973: 151-154) have shaped the Equity Theory around four main views. The first view argues that employees will tend to maximize the rewards they receive. In other words, individuals will focus on increasing the rewards they receive in order to maximize their personal interests. Secondly, it is stated that groups will develop a system that will ensure that rewards and wages are distributed equally among their members. In this context, Walster et al. (1973) state that when groups are not provided with justice, they will try to maximize the common rewards in the group by punishing unequal members and rewarding those who behave equally. From this perspective, the understanding of equality within the group emerges as a factor that shapes the behavior of the members (İçerli, 2010, 72).

#### **2.2.11 McGregor's Theory X and Y:**

McGregor divided employees into two groups as X and Y and made different assumptions for each group. He explained this distinction in his work titled Human Side of Enterprise. McGregor's theory provides a framework for understanding people's general behavior and focuses particularly on the attitudes and motivations of managers (McGregor, 1960:23-30 as cited in Ulukuş, 2024, 249). Theory X and Theory Y are conceptual frameworks that define two different approaches of individuals in the workplace and are used to explain two contrasting management styles. In this context, **Theory X** is based on a traditional understanding of direction and control and is built on the following assumptions:

“First, it is assumed that human nature tends to avoid work and therefore work is generally seen as an unpleasant activity for the individual. From this perspective, individuals are thought to have to be constantly forced by external pressures, through management, to put in sufficient effort at work. Second, it is assumed that the majority of the workforce tends to act passively in achieving organizational goals, with only punishments and threats. At this point, individuals’ lack of intrinsic motivation is compensated by external authorities. Third, it is assumed that the majority of people avoid responsibility, seek only security and have less ambition. From this perspective, individuals are predicted to maintain the status quo rather than create development and innovation.” (McGregor, 1960). Theory Y is based on the following assumptions:

Physical and mental effort is natural, just like play or rest. It is not assumed that the average person naturally dislikes work. Work can be a satisfying activity or a source of punishment under controllable conditions.

- External control and the threat of punishment are not the only motivators for achieving organizational goals. People can act in ways that exercise self-direction and self-control in the process of achieving goals to which they have committed themselves.
- Commitment to goals depends on the rewards provided by achieving them. The most important of these rewards are the satisfaction of human needs such as ego gratification and self-actualization, and these may arise as direct results of efforts toward organizational goals.
- The average person, under the right circumstances, not only accepts responsibility but also seeks to assume it. Avoidance of responsibility, lack of ambition, and focus on security are generally the result of experience and should not be considered innate human characteristics.
- The capacity to display a high degree of imagination, creativity and skill in finding solutions to organizational problems is not found in a narrow area but is widely distributed in society.
- Under the conditions of modern industrial life, the intellectual potential of the average person is used only to a limited extent. Assumptions based on Theory Y can allow for more cooperative relationships between managers and employees. The Theory Y management style aims to create a work environment in which the personal needs and goals of individuals can be in harmony with the goals of the organization (McGregor, 1960).

McGregor's theories X and Y present two opposing perspectives of managers towards their employees. Theory X assumes that workers do not enjoy working, avoid responsibility, and are unreliable. Theory Y accepts that employees can achieve their goals through self-direction and intrinsic motivation. In this context, how managers motivate their employees through techniques such as performance management and goal setting is shaped. In this respect, McGregor's theories are important in understanding the relationship between workplace motivation and project management. Theories can help managers develop a more efficient management process by evaluating their beliefs and practices (Galani and Galanakis, 2022, 788).

## **2.2.12 Leadership and Communication**



Leadership styles and communication within the organization are critical factors affecting individuals' performance and job satisfaction. **Kurt Lewin's Leadership Studies** have shown that authoritarian, democratic and liberal leadership styles can produce different organizational results. Lewin's studies were significantly nourished by both the political atmosphere of the 1940s and the influences of the psychological theories of the period. As a German Jew, Lewin, who witnessed the rise and fall of Nazism, focused on authoritarian and democratic group dynamics and the behavior of minority groups in his studies. In this context, the concept of group occupies a central position in Lewin's approach to social psychology. In contrast to the relatively prejudiced and individual-centered approaches of the social psychologists of the period to the group phenomenon, Lewin accepted the existence of groups and built his theory on this basis (Yentür et al., 2023,471). Kurt Lewin's studies on leadership are among the important contributions that social psychology offers a new perspective in understanding group dynamics and leadership processes. In this respect, Lewin's leadership theories emphasize the determining role of interactions within the group on leadership rather than interpersonal relationships. In other words, unlike approaches that try to explain leadership only with individual characteristics or charismatic qualities, Lewin suggested that leadership is a dynamic process that takes shape in the context of the group. When evaluated from this perspective, Lewin's experimental examination of authoritarian, democratic and laissez-faire leadership styles has provided a scientific basis for his understanding of leadership. In particular, analyses conducted on the reactions of groups to leadership styles reveal that not only the leader but also the group members are active parts of the leadership processes. In this respect, Lewin's experimental studies show that leadership is not a static feature but a phenomenon that is constantly redefined by group dynamics. Lewin represented a different movement together with names such as Muzaffer Şerif; he placed group dynamics and experimental methods at the center of his studies. One of Lewin's most striking contributions to social psychology is that he revealed that groups are structures open to scientific investigation (Yentür et al., 2023,471).

### **2.2.13 Decision Making Processes**

The behavioral approach attempts to understand the decision-making processes of individuals and groups. **Herbert Simon** argued that the decision-making process is not rational, and that individuals make decisions within a limited rationality framework. Herbert Simon's approach to organizations focuses on the concept of rationality, shedding light on the functioning of organizations and managerial processes from a detailed perspective. According to Simon, organizations function as structures in which rationality is inherently limited or inhibited. In this context, information in organizations is divided into two basic categories: Facts and values. While facts represent verifiable elements based on data and observations, values express the normative dimension shaped within the mental framework of the organizational culture (Özer, 2016,168). Simon also predicted that managers would need social skills that would enable them to go beyond making decisions based solely on information and establish effective relationships with their colleagues and subordinates. Simon, who argues that a management model that does not take into account organizational culture and group dynamics cannot provide sustainable success, defines it as an important requirement for managers to deepen their knowledge in these areas. As a result, when evaluated from a detailed perspective, Simon's approach offers an innovative management approach that redefines the rationality boundaries of organizations and makes it possible to overcome these boundaries (Özer, 2016,168).

### **2.2.14 Social System Approach:**

Chester Barnard considered organizations as social systems and stated that individuals' contribution to organizational goals is directly related to organizational communication and cooperation. Chester Barnard's social system approach offers an important theoretical

contribution that aims to analyze managerial and organizational processes in a broader framework by considering the functioning of organizations within a systematic integrity. According to Barnard, organizations are dynamic social systems in which individuals cooperate for common purposes. From this perspective, organizations are not only entities consisting of structural and mechanical elements, but also living systems intensely shaped by human interactions and relationships. The success of organizations depends on the effectiveness of cooperation within this system and the orientation of individuals towards common purposes. Classical management thought addresses organizational efficiency within a systematic framework by basing it on the rational and orderly operation of production processes. From this perspective, efficiency is directly related to the economical use of resources and is evaluated as a mechanical process. The acceptance of the human element as a rational entity is the basic reference point of the classical management approach. In this context, it is assumed that the behavior of individuals and groups should be shaped on a rational level. However, it is foreseen that individuals cannot maintain their task relationships without the guidance of senior management. According to this understanding, if the boundaries of individuals' authority are not clearly defined and they are not forced to stay within these boundaries, it is inevitable for individuals to go beyond the determined framework (Akar and Dirlik, 2021, 588).

#### **2.2.15 Criticism of Classical Theories by Neoclassical and Behaviorist Approaches**

Neoclassical and behaviorist approaches have brought significant criticisms to the mechanical and structure-oriented perspective of classical theories. These criticisms include:

1. **Ignoring the Human Factor:** Classical theories ignored the social and psychological needs of individuals and considered employees merely as tools of production.
2. **Lack of Flexibility:** Classical theories' emphasis on standardization and rigid hierarchy has limited the ability of organizations to adapt to changing conditions.
3. **Lack of Communication and Participation:** In classical theories, workers' participation in decision-making processes was not encouraged enough.

#### **2.2.16 Effects on Contemporary Management Approaches**

Neoclassical and behaviorist approaches have provided an important foundation for the development of modern management theories. The effects of these approaches are clearly seen especially in areas such as human resource management, leadership theories, organizational behavior and change management. In today's organizations, strategies to increase employee motivation, the importance of teamwork and flexible organizational structures are a reflection of the legacy left by neoclassical and behaviorist approaches.

As a result, neoclassical and behaviorist approaches have made significant contributions to overcoming the shortcomings of classical management theories and have addressed organizational structures from a more human-centered perspective. These approaches are an indispensable reference point for understanding the dynamic and ever-evolving nature of management science.

### **2.3 MODERN MANAGEMENT APPROACHES**

System theory and contingency approach emphasize that OHS should be shaped depending on the variables in the work environment. These approaches facilitate the integration of OHS with the organizational structure and culture.

Modern management approaches offer a more dynamic, human-centered framework that takes environmental variables into account, in contrast to the static and mechanical nature of classical management theories. In this context, as an effort to understand the complex structure of organizations and individuals, modern management approaches aim to increase organizational effectiveness and adapt to the ever-changing business world. Therefore, these approaches have developed models that encourage innovation and flexibility at both individual and collective levels. "Modern management theories that emerged after classical and neo-classical organization theories differ from classical theory, which ignores the human element, and neo-classical theories, which give more importance to human and motivational elements than necessary" (Ataman, 2009 as cited in Ulufer-Kansu, 2021,142). Modern organization theory can be defined by distinct characteristics and differences in approach, as stated by Ataman (2009). This theory is based on a number of basic principles in understanding and explaining organizations:

- **Descriptive Nature** : Modern theory goes beyond rigid and deterministic approaches by advocating that the goals and methods of organizations should be shaped by individuals.
- **Focus on Dynamic Processes** : In contrast to the static and static management approach of classical theory, it focuses on the dynamic structure of interaction processes.
- **Open System Approach** : The organization is considered as an open system that is in constant interaction with its environment; in this context, input, process, output and feedback elements stand out as basic elements.
- **Interaction and Dependency** : It accepts the fact that organizations create mutual influence on each other at different levels and dimensions.
- **Rejection of Uniform Structure** : Modern theory denies the existence of a "best" organizational structure or management style that would be applicable to all organizations.
- **Interdisciplinary Approach** : It has an approach that encourages the use of various branches of science and blends these disciplines within itself.
- **Organic Model Basis** : Evaluates the organizational structure and functioning within the framework of an organic model.
- **Holistic Perspective** : It considers the organization as a whole and emphasizes that this holism is an indispensable element for the functionality of the organization. ( Ataman, 2009, quoted in Ulufer-Kansu, 2021,142 )

### **2.3.1 Systems Approach**

The systems approach considers organizations as a whole consisting of interrelated and interacting subsystems. From this perspective, organizations are in constant interaction with their environment, and this interaction occurs through inputs, processes, outputs, and feedback loops. The systems approach adopts a holistic management approach by taking into account not only the internal dynamics of organizations but also external environmental

factors. As one of the intellectual cornerstones of modern management theories, the systems approach offers a comprehensive paradigm that sheds light on the complex structure of organizations and their interactions with their environment. This approach considers organizations not as static, clearly defined, and singular units, but as dynamic systems that are constantly changing and operate within a tangle of harmonious or incompatible relationships.

According to this theory, the organization is an *open system*. This quality is based on the idea that the organization constantly receives input from its environment, transforms these inputs into outputs through a series of processes, and establishes a feedback relationship with its environment through the outputs. These elements of the system— *input, process, output, and feedback loop* —are indispensable for both the internal balance and external harmony of the organization.

One of the basic characteristics of the system approach is that the organization is evaluated within a hierarchy between subsystems and supersystems. Each subsystem contributes to the functional integrity of the organization, while at the same time existing as an independent unit that maintains its own internal functioning. The organization operates as a synthesis of these subsystems, and this synthesis is constantly reshaped within the framework of the relationship that the system establishes with its environment.

Another important dimension of this approach is the principle of *holism*. The system approach argues that organizations are more than the sum of their parts, and therefore understanding the organization as a whole provides a deeper understanding than examining the parts separately. In this context, it is argued that a change in a subsystem can create multi-layered and unpredictable effects on the organization as a whole.

The systems approach also draws attention with its sensitivity to environmental variables. It is emphasized that the ability of organizations to adapt to environmental factors such as changing market conditions, technological innovations, social trends and political dynamics is vital for the long-term sustainability of the system. This perspective indicates that management processes should not be limited to the goal of internal efficiency alone, but that harmony with the external environment is also a strategic priority.

### **2.3.2 Contingency Approach**

The contingency approach argues that there is no single management model that is “best for every situation”. In this context, it is suggested that organizations and leaders should develop strategies that are appropriate for environmental conditions, organizational structure, and workforce characteristics. The contingency approach is a management philosophy that emphasizes flexibility and adaptability, and in this respect, it clearly differs from the classical management approach. The contingency approach offers a management approach that is notable for its more concrete, limited, and practical aspects, in contrast to the abstract and comprehensive nature of the systems approach. This approach argues that management theories and practices should be shaped in line with the unique structure and environmental conditions of organizational systems. In this context, it is emphasized that management processes should not be handled homogeneously, but with a flexibility appropriate to situational conditions, based on the fact that each organizational system has its own dynamics (Karakaya et al., 2021, 627). The contingency theory is based on the scientific basis that, considering the changing structures, operating methods, and dynamic nature of environmental conditions of organizations, a single management style or set of rules cannot be applied in all organizations. In this respect, it is inevitable that the methods used in the management of each organization will differ according to the dominant

environmental conditions, characteristics of the tasks, the capacity of human resources, the technology used and other basic factors related to the organization. This understanding, which argues that there is no "best" or "universal" approach in organizational management, suggests that the optimum management style will transform depending on the conditions (Karakaya et al., 2021, 627). In this context, the contingency approach envisages a transition from a static rule-based understanding in management processes to a dynamic management approach that is sensitive to environmental and organizational variables. For example, it is accepted that different tasks and units within an organization may require different management practices. This transformation encourages a focus on local and situational realities, moving away from the search for universality in management sciences. As a result, the contingency approach aims to adapt to the dynamic nature of organizations by addressing management theories and practices with a more flexible, condition-dependent and contextual perspective. In this respect, the situational understanding is an important transformation in that it reduces the general and abstract framework of the systems approach to a specific environmental and organizational context (Karakaya et al., 2021, 627).

### **2.3.3 Human Resources Management and Behavioral Approaches**

Another important dimension of modern management approaches is human resource management and behavioral theories. These approaches focus on increasing employee motivation, participation and creativity. In particular, motivation theories such as Maslow's Hierarchy of Needs and Herzberg's Dual Factor Theory have made significant contributions to understanding individual employee needs and the impact of these needs on organizational success.

### **2.3.4. Technological and Digital Management Approaches**

In today's business world, with the impact of technology and digital transformation, management approaches have also undergone a radical change. Digital management includes the effective use of technological tools such as data analytics, artificial intelligence and automation, and makes organizational decision-making processes faster and more effective. In this context, technological innovations have become strategic elements that enable organizations to gain global competitive advantage.

As a result, modern management approaches go beyond classical theories and offer a management paradigm that is human-centered, flexible and compatible with technology. This perspective enables organizations to adapt to constantly changing environmental conditions and gain competitive advantage. Therefore, modern management approaches are a guide that shapes not only today's but also the organizations of the future.

## **3. THE IMPACT OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON OHS**

Leadership and organizational culture play a decisive role in the success of OHS practices. Occupational health and safety (OHS) stands out as a critical element in today's business world that directly affects both the well-being of employees and the efficiency of organizations. In this context, the impact of leadership and organizational culture on OHS emerges as one of the fundamental factors that shape and sustain the safety culture of organizations. Leadership serves as a reference point that directs the success of organizations' OHS strategies, instills safety awareness among employees, and encourages behaviors aimed at reducing safety risks. Organizational culture, on the other hand, ensures that this leadership approach is internalized by employees in a broader context and integrated into daily operational processes.

If we need to evaluate the impact of leadership on OHS, effective leaders play a critical role in making decisions that prioritize safety awareness, taking the necessary steps to minimize risks, and encouraging safety practices among employees. Leaders not only deal with the implementation of safety procedures, but also create motivation to increase employee participation in the safety culture and provide a safety-focused vision. This requires leaders at all levels, especially from top managers to middle managers, to actively focus on safety. In addition, when the relationship between leadership style and safety management is analyzed in detail, it is seen that leaders should take into account not only their own experiences but also employee feedback when making safety-focused decisions. This allows leaders to establish effective communication with employees and create policies that shape the safety culture.

Organizational culture is another critical factor directly related to OHS. Employees' safety attitudes and behaviors are closely tied to the cultural norms, values, and beliefs within the organization. When analyzed in detail, it is revealed that organizational culture provides an intrinsic motivation for safety practices and reinforces attitudes about safety. Safety is not just about written rules and procedures; it also becomes a part of social interactions, norms, and values within the organization. Organizational culture shapes employees' approach to occupational health and safety and ensures that safety culture is adopted throughout the organization.

When we look deeper, we see that the impact of leadership and organizational culture on OHS is complementary. Leadership creates culture, and culture strengthens leadership. For example, the existence of a safety-focused culture allows leaders to take a more determined and consistent stance on safety. This encourages greater employee participation in safety practices and lays the foundation for a more robust safety culture throughout the organization. At the same time, under the influence of organizational culture, any action taken by leaders regarding OHS is more strongly accepted and implemented by others within the organization.

In this respect, it would be insufficient to consider the effects of leadership and organizational culture on OHS only within a theoretical framework. In practice, without effective leadership and a strong safety culture, it will be very difficult to achieve OHS goals. Leaders need to make the necessary effort to promote a safety culture and create a safety understanding that is compatible with organizational values. Similarly, it should not be forgotten that organizational culture should adopt safety as a value shared by all employees, not just a managerial measure.

As a result, the impact of leadership and organizational culture on occupational health and safety is one of the most important factors that determine the success of organizations in achieving their safety goals. These factors have dynamics that reinforce each other, and both dimensions must work in harmony to create an effective safety culture. While leadership plays a fundamental role in establishing this culture, organizational culture also ensures that the safety goals set by leaders are internalized by all employees. This interaction creates a sustainable and effective transformation in the safety management strategies of organizations.

## **1. Leadership Styles and OHS :**

- **Transformational Leadership** : Transformational leaders ensure that employees work in a safer environment by encouraging innovative practices in the field of OHS.

- **Transactional Leadership** : This leadership style ensures effective implementation of procedural OHS policies. However, it may sometimes be inadequate in adapting to innovations.

## 2. Organizational Culture and OHS :

- **Safety Culture** : When organizations adopt a safety culture, it contributes to positive changes in employee behavior. For example, voluntary reporting systems and regular feedback mechanisms can be effective in the formation of this culture.
- **Conflict Culture** : In cases where organizational order is disrupted, OHS practices are often neglected. Therefore, ensuring organizational harmony is vital to protecting employee health.

## 4. DISCUSSION AND RECOMMENDATIONS

From the management organization perspective, OHS is not only a legal requirement but also an indispensable element of organizational success. Effective OHS implementation is possible with leadership, organizational culture and a systematic approach. In this direction, the following suggestions can be developed:

1. Security culture should be adopted as a part of the organizational culture.
2. Transformational leadership styles should be encouraged and an innovative and continuous improvement-oriented approach should be adopted.
3. OHS practices should be expanded to include not only physical health but also psychological well-being.
4. Awareness and consciousness should be increased by regularly providing OHS training to employees.

From the perspective of the management organization, occupational health and safety (OHS) should not be considered as the only protection measures against external factors for the success of an organization. On the contrary, OHS should become one of the basic strategic components of the organization and should be considered as an integral part of the dynamic structure of the organization. In this context, the integration of OHS from a managerial perspective aims not only to minimize risks but also to create a healthy workforce within the organization. In line with this purpose, it can be said that OHS strategies should be designed in a way that is compatible with the organizational structure and should be implemented effectively at all organizational levels.

From another perspective, when OHS is considered from a management organization perspective, the distinctive feature is that, beyond just taking safety precautions, the awareness of employees about work safety is constantly being tried to be developed. This means not only managing the risks within the organization, but also making a managerial effort to ensure that employees contribute to the safety culture and to establish this culture. In order for OHS to become an organizational culture, it is not enough for leaders to make only managerial decisions; in addition, it is necessary to create motivation and awareness that includes all employees in this process.

Another important point to be suggested for organizations to make their OHS management more effective is to evaluate OHS not only as a cost item but also from an opportunity cost perspective. Neglect or inadequacy in the field of occupational health and safety can be ignored in the short term in order to reduce some costs. However, in the long term, this

opportunity cost becomes quite high with various negative consequences such as the damages caused to the organization by occupational accidents and diseases, lost labor, compensations and loss of reputation. Therefore, investments in OHS should not be seen as a necessity to ensure the sustainability of organizations, but as a strategic move to guarantee long-term gains.

In a dynamic organizational structure, in order for OHS management to be effective, it is necessary to adapt to constantly changing internal and external environmental conditions. Each unit within the organization is expected to have different responsibilities regarding OHS and these responsibilities are expected to evolve over time according to changing conditions. This also reveals that OHS management should be a continuous renewal and evaluation process. A continuous learning culture should be created to strengthen cooperation between different departments within the organization, increase communication on OHS and develop the ability to respond quickly to new risks encountered.

As a result, from the perspective of the management organization, occupational health and safety management should be considered not only as a precaution or legal obligation, but as a fundamental element of the organizational culture. Effective management of OHS requires the active participation of managers and employees at all levels, and this process plays a critical role in ensuring the continuous evolution of an organization's dynamic structure. By evaluating OHS as a long-term investment, organizations both protect the health and safety of their employees and take a strategic step to ensure their own sustainability.

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