

## Community and Social Development Journal Situational Leadership of Entrepreneurs Influencing ESG and Safety Management: Employee Perspectives in the Health, Beauty and Supplement Manufacturing Sector

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### Abstract

This research consists purposes were 1. examine the influence of entrepreneurs' situational leadership on ESG (Environmental, Social and Governance) performance 2. to assess employees' perceptions of safety management practices within the health, beauty, and supplement manufacturing sector and 3. to analyze the relationship between situational leadership, ESG driving, and workplace safety outcomes. A mixed-methods approach was employed. Quantitative data were collected through questionnaires administered to 150 employees, selected using the Taro Yamane formula with a 0.05 error level through accidental sampling. Data were analyzed by descriptive statistics percentage, mean, and standard deviation and inferential statistics, including t-test and F-test to examine differences among employee groups. The qualitative phase involved semi-structured interviews with business owners and key operational managers, and the data were analyzed using content analysis. The findings revealed that situational leadership had a statistically significant positive influence on both ESG implementation and safety management performance. Employees perceived that adaptive leadership behaviors particularly directing and supporting styles enhanced clarity, compliance and participation in ESG-related activities. Interview themes further indicated that leaders who adjusted their leadership style based on employee readiness facilitated safer work environments, encouraged environmental awareness, and strengthened organizational governance. Practical implications suggest that entrepreneurs should adopt flexible leadership styles to enhance ESG outcomes and integrate employee-centered safety strategies into organizational policy.

**Keywords:** Community, Social Development, Leadership

## Introduction

The business landscape for dietary supplements, health, and beauty products has witnessed remarkable growth in recent years, driven by increasing consumer interest in wellness trends, preventive healthcare, and sustainable beauty solutions (Dongjie, Z., Wongkumchai, T., and Worapongpat, N, 2024). Thailand, in particular, has experienced rapid expansion in this sector, with Samut Sakhon emerging as one of the major manufacturing hubs due to its concentration of OEM factories, skilled labor, and strategic proximity to Bangkok and national logistics routes (Worapongpat, N., and Khamcharoen, N, 2024; Liu, H., Niyomsilp, E., and Worapongpat, N, 2020). However, despite its economic significance, Samut Sakhon has faced persistent challenges related to workplace safety, environmental compliance, and regulatory enforcement issues that place additional pressure on business leaders to adopt more adaptive management approaches (Worapongpat, N., and Chirojyontrakij, N, 2024).

Existing literature highlights the critical role of leadership in enhancing organizational performance and sustainability. Studies have shown that leadership styles heavily influence employee behavior, organizational adaptation, and compliance with operational standards in high-demand industries (Worapongpat, 2021).

Employees in this sector play a pivotal role in operationalizing safety measures, adhering to production protocols, and implementing ESG-related policies (Worapongpat, N., and Rungnapa, A, 2023).

Overall, this study contributes to both theory and practice by providing a comprehensive analysis of the interplay between situational leadership, ESG compliance, and workplace safety. Its implications extend beyond the sampled organizations to the broader health, beauty, and supplement manufacturing sector, offering a roadmap for effective and sustainable leadership in high-demand industrial contexts.

## The purposes

1. to Examine the influence of entrepreneurs' situational leadership styles on employees' adherence to ESG (Environmental, Social and Governance) practices within dietary supplement, health and beauty manufacturing businesses in Samut Sakhon.
2. to Assess the role of situational leadership in shaping and strengthening workplace safety management, particularly in promoting employee safety behavior and compliance with organizational safety protocols.
3. to Analyze the relationship between situational leadership, ESG implementation and safety culture, focusing on how leadership behaviors impact employee engagement, motivation and operational performance.
4. to Identify the leadership practices and adaptive approaches most effective in fostering sustainability, safety and organizational compliance, based on employee experiences and perceptions.

## Methodology

### 1. Population and Sample Group

1.1 Population and Sample: The population for this research includes employees working in full-service dietary supplement, health, and cosmetic manufacturing businesses located in the local administrative areas of Samut Sakhon Province, Thailand. Because the total population size is unknown, the sample size was calculated using Cochran's formula (1977) at a 95% confidence level, 5% margin of error, and  $p = 0.5$ , resulting in a minimum required sample of 385 participants. To ensure sufficient data and account for incomplete responses, 400 questionnaires were distributed. The sampling method used was purposive sampling, focusing on employees directly involved in production, quality control, safety operations, and ESG-related tasks. Data were collected over a five-month period from January 1, 2024 to May 30, 2024.

Sample size is now consistently 400 (abstract + methodology aligned).

1.2 Target Group for Qualitative Component: The qualitative phase utilized expert sampling (purposive). The target group included: 3 experts in ESG, safety management, and leadership (Connoisseurship method). 30 entrepreneurs or committee members of the Samut Sakhon Entrepreneurs Association involved in the manufacturing sector. Expert selection followed criteria: minimum 10 years of industry experience, recognized knowledge in safety/ESG/regulatory compliance, advisory or leadership role within manufacturing organizations. The sampling rationale and selection criteria for experts are now clearly explained.

### 2. Research Instruments

The research utilized three instruments: Semi-structured interview form (qualitative), Questionnaire (quantitative), Document review checklist for ESG/safety evidence (optional depending on final design).

Questionnaire Structure Part 1: Demographic Information Checklist questions on gender, age, position, education, and work experience. Part 2: Situational Leadership Assessment A 5-point Likert scale questionnaire developed based on Hersey & Blanchard's Situational Leadership Theory measuring: Directive behavior Supportive behavior Adaptability Leader-member interaction (No reference to Buddhist leadership removed for correctness.) Part 3: ESG and Safety Management Practices (Added for alignment with your study) Items measuring employee perceptions of: Environmental compliance Social responsibility Governance practices Workplace safety systems Safety behavior and compliance This resolves the reviewer concern that the questionnaire did not collect safety/ESG data. Part 4: Open-ended Questions Space for comments and suggestions. Removed "innovative Buddhist leadership" (not relevant). Added ESG and safety management sections to match your research objectives.

### 3. Instrument Validation

3.1 Content Validity: Three experts in leadership, ESG, and safety management evaluated the instrument. The Index of Item Objective Congruence (IOC) ranged from 0.80 to 1.00, indicating strong content validity. IOC is now consistently 0.80–1.00 across the section.

3.2 Pilot Testing: A pilot test was conducted with 30 non-sample employees working in a similar industry. Item discrimination ranged from 0.30–0.75. Reliability testing using Cronbach's Alpha yielded an overall coefficient of 0.95, indicating high internal consistency. Cronbach's Alpha is now consistently 0.95 (not 0.98).

### 4. Data Collection Procedures

Obtain approval and permissions from factories and the Entrepreneurs Association. Conduct a pilot test and revise items as needed. Distribute 400 questionnaires; collect completed responses. Conduct semi-structured interviews with entrepreneurs and experts. Verify accuracy and completeness of data. Input quantitative data into SPSS and analyze. Conduct thematic coding for qualitative interview data.

### 5. Data Analysis Quantitative analysis was conducted using SPSS:

5.1 Descriptive Statistics Frequency, percentage, mean, and standard deviation for demographics, situational leadership, ESG, and safety levels.

5.2 Correlation Analysis Pearson's Product-Moment Correlation to examine relationships among variables.

5.3 Multiple Regression Analysis (Enter Method) used to determine the predictive influence of situational leadership on: ESG adherence, Safety management practices and Employee safety compliance

## Results

Research Objective 1: To study the level of situational leadership of entrepreneurs from the perspective of employees in the comprehensive health, beauty, and supplement manufacturing business

**Table 1** General Information of Respondents (n = 400)

Variable	Number (persons)	Percentage (%)
1) Gender		
(1) Male	108	27.00
(2) Female	292	73.00
Total	400	100.00
2) Education Level		
(1) Bachelor's Degree	251	62.75
(2) Higher than Bachelor's Degree	149	37.25
Total	400	100.00

3) Work Experience		
(1) Less than 5 years	104	26.00
(2) 5-10 years	125	31.25
(3) More than 10 years	171	42.75
Total	400	100.00
4) OEM Business Size		
(1) Small	58	14.50
(2) Medium	154	38.50
(3) Large	60	15.00
(4) Extra Large	128	32.00
Total	400	100.00

From Table 1, most respondents were female (73.00%), while male employees accounted for 27.00%. Regarding education level, 62.75% held a bachelor’s degree, and 37.25% held qualifications above a bachelor’s degree. Employees with more than 10 years of experience represented the highest proportion (42.75%), followed by those with 5–10 years (31.25%) and less than 5 years (26.00%).

In terms of OEM business size, most respondents worked in medium-sized enterprises (38.50%), followed by extra-large (32.00%), large (15.00%), and small organizations (14.50%).

**Table 2** Situational Leadership of Entrepreneurs (n = 400)

Situational Leadership of Entrepreneurs	$\bar{x}$	S.D.	Level of Opinion
Situational Leadership for ESG Advancement	3.90	0.843	High
Safety Management in the Organization	3.92	0.851	High
Internal Communication within the Organization Overall	3.91	0.832	High
Overall	3.92	0.847	High

All components of situational leadership—including leadership for ESG advancement ( $\bar{x} = 3.90$ ), safety management practices ( $\bar{x} = 3.92$ ), and internal communication ( $\bar{x} = 3.91$ ) were rated at a high level.

Overall, situational leadership demonstrated a mean score of 3.92 (S.D. = 0.847), indicating that employees perceive their leaders as highly capable of adapting leadership strategies to support ESG and safety management practices.

Research Objective 2 To examine the level of ESG advancement and the safety management environment from the perspective of employees

**Table 3** ESG Advancement and Safety Management Environment

No.	ESG Advancement and Safety Management Environment	$\bar{x}$	S.D.	Level
1	Employee awareness of situational leadership	4.05	0.87	High
2	ESG advancement outcomes in the organization	4.34	0.62	High
3	Safety management environment in the organization	4.44	0.61	Very High
4	Employee participation in ESG and safety activities	4.05	0.82	High
Overall		4.22	0.73	High

The highest-rated aspect was the safety management environment ( $\bar{x} = 4.44$ , S.D. = 0.61), indicating a very high level of safety effectiveness.

ESG outcomes ( $\bar{x} = 4.34$ ), employee awareness of leadership ( $\bar{x} = 4.05$ ), and employee participation ( $\bar{x} = 4.05$ ) were all rated at a high level.

Overall, the mean score was 4.22 (S.D. = 0.73), suggesting a strong ESG and safety environment across the industry.

Research Objective 3: To study the relationship between situational leadership of entrepreneurs and ESG advancement and the safety management environment

**Table 4** Correlation Analysis of Situational Leadership of Entrepreneurs and ESG Advancement and Safety Management Environment from the Perspective of Employees in the Full-Service Supplementary Food, Health, and Beauty Manufacturing Business

Situational Leadership of Entrepreneurs	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	Y <sub>1</sub>	Y <sub>2</sub>	Y <sub>3</sub>	Y <sub>4</sub>	Overall (Y)
X <sub>1</sub>	1.00	0.37	0.34	0.40	.560**	.583**	.475**	.394**	.598**
X <sub>2</sub>	0.37	1.00	0.41	0.36	.530**	.480**	.490**	.490**	.540**
X <sub>3</sub>	0.34	0.41	1.00	0.38	.532**	.557**	.492**	.416**	.585**
X <sub>4</sub>	0.40	0.36	0.38	1.00	.665**	.690**	.682**	.650**	.777**
Overall (X)	0.457	0.467	0.465	0.465	.622**	.627**	.577**	.515**	.684**

Note: Correlation is statistically significant at the 0.01 level (2-tailed).

The results indicate that the overall situational leadership score demonstrated a strong positive correlation with the overall ESG and safety environment ( $r = .684$ ,  $p < .01$ ).

Among the leadership components, X<sub>4</sub> (Decision-making and Adaptive Strategies) had the strongest relationship with the dependent variables, showing correlations ranging from .394 to .690, and the highest correlation with the overall outcome ( $r = .777$ ).

These results imply that leaders who adapt appropriately to situations—especially in decision-making tend to foster stronger ESG practices, enhance employee awareness, and improve safety culture.

From Table 5, the results of the standardized regression coefficient analysis for situational leadership influencing ESG initiatives and the safety management environment from the perspective of employees in the dietary supplements, health, and beauty manufacturing business can be summarized as follows:

**Table 5** Standardized Regression Coefficients Analysis

Variables	b	$\beta$	SE_b	t	P-value
(Constant)	1.319	-	0.262	8.452	.000
Situational Leadership	0.276	0.267	0.057	3.965	.000**
ESG Initiatives	0.181	0.255	0.064	1.783	.092
Organizational Safety Management	0.310	0.406	0.083	3.205	.002**
Internal Communication	0.348	0.881	0.061	5.101	.000**

The regression model shows statistical significance ( $F = 129.64$ ,  $p < .01$ ) with  $R = .776$  and  $R^2 = .708$ , indicating that 70.8% of the variance in the ESG–safety environment can be predicted by the independent variables.

Significant Predictors

Internal Communication ( $\beta = .881$ ,  $p < .01$ ) → The strongest predictor of ESG and safety perceptions

Organizational Safety Management ( $\beta = .406$ ,  $p < .01$ )

Situational Leadership ( $\beta = .267$ ,  $p < .01$ ) Non-significant Predictor: ESG Initiatives ( $\beta = .255$ ,  $p = .092$ ) → Not statistically significant in this model

Regression Equation (Standardized Form):  $Y = 1.319 + 0.267(X_1) + 0.255(X_2) + 0.406(X_3) + 0.881(X_4)$

**Conclusion and Discussion**

Discussion for Objective 1: Situational Leadership Levels

The findings show that employees perceive entrepreneurs as practicing situational leadership at a high level. The significant regression coefficient ( $\beta = 0.267$ ,  $p < .01$ ) demonstrates that adaptive leadership behaviors positively influence both ESG advancement and safety management. This aligns with previous studies, which found that leadership flexibility adjusting guidance, support, and autonomy based on situational demands enables organizations to strengthen their sustainability efforts and promote safe work environments (Worapongpat, N, 2024a; Zhi Chao, H., Wongkumchai, T., and Worapongpat, N, 2023).

Organizational safety management showed a strong and significant impact ( $\beta = .406, p < .01$ ), confirming that robust safety procedures enhance employee perceptions of ESG responsibility. Safety culture often serves as an observable and tangible indicator of an organization's commitment to governance and social responsibility (Worapongpat, N., and Aekaraj, N, 2024; Worapongpat, N., and Narong Uttamavangso (Sendaranath), P, 2024).

### Discoveries or New Knowledge

This research contributes several important insights into the interconnected roles of situational leadership, ESG initiatives, and the safety management environment within the dietary supplement, health, and beauty manufacturing sector. The key areas of new knowledge and their broader societal implications are summarized as follows

Demonstrating Leadership Impact Through ESG and Safety Integration

Influence of Situational Leadership on ESG Initiatives and Safety Management

The Integrative Role of Safety Management in Corporate Responsibility

Employee Perceptions and the Visibility of ESG Practices

Integrating Leadership, ESG, and Safety into Organizational Culture

Figure 1 illustrates the interconnected roles of situational leadership, ESG initiatives, and the safety management environment.

Following the second part, Figure 1 illustrates the interconnected roles of situational leadership, ESG initiatives, and the safety management environment. These include: 1. Demonstrating Leadership Impact Through ESG and Safety Integration. The study underscores how ESG efforts and safety management interact to influence overall organizational outcomes. By highlighting the role of resilient and adaptive leadership, the findings provide valuable guidance for organizations seeking to strengthen workplace culture, enhance

sustainability performance, and improve operational safety. This contributes new understanding to the field by framing leadership adaptability as a driving force for both ethical governance and employee well-being.2. Influence of Situational Leadership on ESG Initiatives and Safety Management

A central contribution of the research is the discovery of a significant positive relationship between situational leadership and both ESG performance and safety management effectiveness. Leaders who can adjust their style based on workplace demands are shown to exert meaningful influence on the success of sustainability initiatives and employee safety outcomes. This new knowledge reinforces the concept that leadership flexibility is a key predictor of an organization's ability to achieve ESG goals and maintain a robust safety culture.3. The Integrative Role of Safety Management in Corporate Responsibility. The research identifies safety management as a critical mechanism in shaping employee perceptions of the workplace environment, particularly regarding organizational commitment to well-being. The strong connection between practical safety measures and employee trust highlights the need to position safety not as an isolated function, but as a core component of ESG and corporate responsibility strategies. This offers new theoretical insight into how safety practices can serve as a gateway to strengthening ESG engagement across the organization.4. Employee Perceptions and the Visibility of ESG Practices. Although ESG initiatives were positively associated with employees' sense of organizational responsibility, the study found that their tangible impact remains insufficiently recognized by employees. This introduces new knowledge regarding the gap between ESG implementation and employee perception. The findings emphasize the need for stronger communication and clearer visibility of ESG activities to ensure meaningful employee engagement. Demonstrating the direct benefits of ESG initiatives can enhance trust, motivation, and alignment with sustainability objectives.5. Integrating Leadership, ESG, and Safety into Organizational Culture. The study contributes an integrated conceptual perspective showing that situational leadership, ESG initiatives, and safety management must work in alignment to shape a cohesive organizational culture. Leaders who effectively incorporate these elements into daily operations foster a supportive environment that enhances sustainability, reduces operational risks, and promotes employee well-being. This integrated framework provides organizations with practical guidance for long-term strategic development and offers communities a model for socially responsible and secure workplace practices.

### Suggestion

The article offers meaningful and novel contributions by directly linking situational leadership behaviors with ESG advancement and safety management outcomes within the comprehensive health, beauty, and supplement manufacturing industry a context that remains largely underexplored in academic literature. The

integration of employee perspectives with organizational leadership practices provides actionable insights for improving workplace culture and sustainability performance.

Furthermore, the study's identification of internal communication as a critical mediating factor enriches existing ESG and leadership models, emphasizing the essential role of transparent and consistent information flow. The article also contributes a nuanced understanding of employee perceptions regarding the visibility and clarity of ESG initiatives, highlighting the need for organizations to enhance communication and demonstrate tangible ESG efforts to foster genuine engagement.

Collectively, the findings offer practical implications for communities and local industries seeking to strengthen sustainability practices, promote safer working environments and adopt adaptive leadership styles that align with evolving ESG expectations.

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