



The Swedish Dream: A Safe Place to Work

A Qualitative Study Revealing the Challenges with Health and Safety Work within a Swedish Construction Firm

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Abstract

Employers within the Swedish construction industry are required by law to engage in Health and Safety work. Health and safety work is in turn, the practical activities employers engage in to achieve compliance with work-environment laws and regulations. This paper seeks to reveal potential challenges with engaging in health and safety work, and in particular investigate how these challenges unfold within construction. A qualitative study was conducted based upon one case study of one Swedish construction company, including 20 deep-interviews and three observations. The respondents include HR-partners, health and safety representatives and line managers. Strategy-as-Practice (SaP) was used as a theoretical framework for analyzing the empirical data. The three concepts within the SaP framework; practice, praxis and practitioners helped us understand the challenges with health and safety work. The empirical findings yielded different challenges an employer face in terms of health and safety. The concept of strategic human resource management (SHRM) was reproduced as being the main issue, influencing how the health and safety work is carried out today within the company and hence the firm's ability to comply with stipulated Swedish laws and regulations.

Key Words

Construction, Work Environment, Health and Safety work, Strategy-as-Practice.

Abbreviations

SME: Small and Medium Enterprises. **HRM:** The Human Resource Management. **HR:** Human Resources. **SHRM:** Strategic Human Resource Management. **AML:** Swedish Work Environment Act. **SAM:** Systematic Work Environment. **AFS:** Authority's statutory collection. **OPC:** The Operative Department of the company. **QEW:** Quality, Environment & Work-environment Responsible. **H&SL:** Health and Safety Leader. **H&S DM:** Development Manager H&S. **H&S Manager:** Health & Safety Manager. **PM H&S:** Health & Safety Project Manager. **PL:** Projection Leaders. **RPL:** Regional Projection Leader. **Safety Representative:** **PrC:** Project Chief. **SM:** Site Manager. **DC:** District Chief. **HRP:** HR-Partner. **RC:** Regional Chief

Introduction

Health and safety work have become an increasingly important practice within the Swedish labor market. Especially when in recent years, the amount of workplace accidents with fatal outcome has hit sky rocking figures. In fact, in 2018, 58 accidents with fatal outcome was reported and in the beginning of 2019, The Swedish Work-Environment Authority reported and an increased amount of injuries and fatal accident compared to the previous year (Arbetsmiljöverket [Av], 2019a; Av, 2019b). In this paper health and safety is defined as the multidisciplinary field concerning the safety, health and welfare of employees at work, hence it is the enacted practices to reduce workplace accidents (Cheng et al., 2013; Fanning, 2003).

Nevertheless, health and safety work is especially prominent in work environments where the risks to personal injuries and deaths are high (Av, 2018c). One such environment is the construction industry that today struggle with an increased number of fatal accidents and occupational diseases (Appelgren 2018; Kines & Mikkelsen, 2003; Tv4, 2019). In 2017, 3610 accidents were reported and during 2018, 10 people were killed (Av ,2018c). Additionally, previous research has confirmed that lack of health and safety work has negative effects on the employees via high levels of workplace stress, burn-outs, lower job satisfaction, low performance and turnovers to name a few (Mulki, Jaramillo & Locander, 2008; Hall, Dollard & Coward, 2010; Av, 2018d). In turn, sick leave and long-term disability among workers not only affect the individual but also lead to increasing costs for the society at large (Fan, Ho & Ng, 2001; Man-Fong Ho, 2011). To add, firms also suffer from lack of proper health and safety work. Figures show that the cost for accidents at construction sites amounts to about 6% of the total cost of building (Helander, 1991). Moreover, failing in health and safety work could also result in lost sales, sap of productivity, harm to firm reputation and additional recruitment and retaining-costs (Mulki et al, 2008; Price & Sun, 2017; Waddock & Graves, 1997; Biggs & Sheahan, 2005).

The above figures and statements does not come as a surprise. Hence, the industry is characterized by project-based work, including many different actors with entailing attitudes, operating side-by-side, outdoor and on heights which makes the safety work in construction rather complex and challenging (Wilkinson, Johnstone & Townsend, 2012; Choudhry & Fang, 2008). In Sweden, the construction industry represents over 50% of the national wealth and employs over 300.000 Swedish workers (Konjunkturinstitutet, 2018; Lundgren, 2017). Having this in mind, it is of utterly importance that the individual employer within construction works and invests in sufficient work-environment practices.

In this paper, managers are seen as actors representing the individual employer (Zuber, 2014; Moore, 2009; Ashforth, Gioia, Robinson & Trevin, 2008). With this in mind, H&S-work require the employer to engage in coordinating, planning (health and safety plans), designing, executing and follow-up on construction work (Åfreds, 2018). These activities are not practices firms engage in simply for fun, instead, they are rooted in many strict work environment laws and regulations (Av, 2018e). The most prominent ones are the Work Environment Act (AML). The purpose of AML is to prevent accidents and to contribute to better work-environment (SFS 1977:1160 1§). In addition, the employer needs to engage and plan for systematic work environment (SAM) which is detailed in the Swedish Work Environment Authority's statutory collection (AFS) (Av, 2018f). The individual employer has the legal responsibility to transform these laws to safe construction practices (health and safety work) performed by the employees (Av.2018g).

Despite the consequences that follows from lack of engagement in health and safety work, there are an increasing number of employers that do not engage in proper health and safety work that corresponds to the legal requirements that exist. This is confirmed by the Swedish Work Environment Authority who argue that one in four employers within the construction industry tamper with work-environment work and thereby violating work-environment rules (Av, 2017a). Departing from the argument above, there are increasingly amount of injuries and accidents within construction, which have devastating consequences on the individual, firm and society at large. Despite these consequences, many employers still do not engage in proper health and safety work as required by law. Therefore, we wonder - what are we missing here? With this in mind, this paper seeks to answer the research questions: *What* are the challenges an individual employer meet regarding health and safety work, and *how* do these unfold in practice and *if* these challenges affect a firm's ability to invest or engage in health and safety work? The aim here is to understand the complexity behind health and safety work.

Previous Research

Previous research within business ethics, human resource management and psychology covers a range of possible factors that influence the health and safety work and how it is carried out, factors that can help explain why employers meet certain challenges when it comes to this work. Researchers have made a separation between individual, organizational and societal factors (Khosravi et al., 2014; Bommer, Gratto, Gravander & Tutte, 1987; Ford and Richardsson, 1994; Theo, Ling & Chong, (2004). These factors are presented below.

Individual Factors

Bommer et al., (1987) claims that *individual attributes* can shape an individual's choice of carrying out health and safety work. Some studies support this view and argue that the health and safety work is affected badly when the individual workers have certain lying and careless behavior; it is after all individuals that are appointed to act as agents of firms but sometimes people simply have certain attitudes, objectives and personality traits that make them more inclined to ignore health and safety issues (Williams et al., 2014; Zuber, 2015; Choudhry & Fang, 2008). In liaison to this, other explanations are found within the field of psychology. Here studies have been made on individual differences and safety attitudes pointing to that certain personality traits have more risk averse character than others, which influence individuals lack of engagement in carrying out health and safety practices properly (Henning et al., 2009). Last, other studies have been made on differences between Swedish and Danish workers regarding reporting of lost-time injuries within construction, pointing to how *experience* served as possible explanations for shown differences in injury rates among workers. This can imply that experience have certain impacts on the health and safety work (Sprangenberg et al., 2003).

Firm Factors

However, other researchers mean that firm attributes can influence individuals in their work with health and safety (Baxendale and Jones, 2000; Langford, Fellows & Hancock 1995). One such aspect is when responsible management fails in working with *control and planning* of construction projects. *Goal-setting* is another type of such a system. Too often do managers opt for the more profitable choice and this affects the goal-setting too challenging and narrow performance-goals can give rise to misconduct (Carroll, 1996; Healy & Niven, 2016; Reedy, 2017). In addition, Bommer et al., (1987) continue by arguing how the *professional-work and personal environment* and *the social environment* can encourage people to take decisions affecting the health and safety.

The human resource management (HRM) discipline argue that *resources* need to be allocated in a way that enables the firm to implement corporate ethics programs, ombudsman's positions and confidential hotlines to aid in the health and safety work (Mullan et al., 2015; Sapegina & Weibel, 2017). Hence, if a workforce is not properly grounded in ethics and not guided by HRM practices to make compliant decisions it is a not long until a disaster happens (Greengard, 1997). This is also supported by the study made by Weaver and Travino, (2001), who claim that HR has an important role in efforts of fostering ethics within organizations hence, employees who deemed the organization as fair reported accidents more often, engaged in less unethical behavior and asked for ethical advice. HR should thus integrate ethics into organizational activities, such as performance appraisal, training, and disciplinary cases (Ibid).

Further, a meta-analytic study showed how *employee engagement*, an activity fostered by HR, was positively related to working safely (Nahrgang, Morgeson & Hofmann, 2011). In addition, another report, shows how *health and safety training* have significant effect on health and safety work (Burke et al., 2006). Other studies within the HRM domain have researched the reasons for the high number of accidents and some of the most common direct factors are the *constantly changing prerequisites, tight schedules, multiple actors at one place* (Aulin & Capone, 2010) as well as *poor safety culture* within firms which affect the health and safety work (Biggs, Sheahan & Dingsdag, 2005).

Societal Factors

Societal factors are also described to have impact on health and safety work. Choudry and Fang (2008) argue that the construction industry suffers from an *existing macho culture* - the norms that steer how a man should behave within a given context that can influence workers to ignore health and safety issues e.g., fail to seek help in risk-filled situations, which in turn can lead to injuries and accidents becoming more-or-less accepted (LT, 2018). To add, researchers mean that the *external environment, the society and sociocultural dynamics* put certain pressure on firms that in turn influence people's work with health and safety (Ford & Richardson, 1994; Sheerblom, 2007). Bommer et al. (1987) also mean that the legal framework can shape an individual's engagement in health and safety work. In the Swedish setting this constitutes by The Swedish Work Environment Authority who impose rules, controls and penalties on employers within the Swedish construction industry (Av, 2018h, Bardach and Kagan, 1982; Psomas, Fotopoulos & Kafetzopoulos, 2011). This is also supported by one of the largest trade unions within construction in Sweden, who argue that the solution to battle the issue of poor health and safety work within firms, lies in fiercer regulation (Asplind, 2019). However, a recent report shows that albeit fiercer regulations and controls have increased, the amount of accidents in the industry has not been reduced (Tv4, 2019; Laurell, 2019), and might actually have the reverse effect (Micheal, 2006).

Another factor is the struggle with competence shortage and growing number of “burnouts” within the industry that imposes certain challenges on firm’s health and safety work (Yankov & Kleiner, 2001). In liaison to this, HRM has a critical role the coming years regarding the development of the *right competencies* to reduce firms image of being viewed as dangerous (Siew, 2014). From this perspective, HRM practices *influence and are influenced* by the external environment, which in turn affect how health and safety work are carried out (Grossman & Shoenfeldt, 2001)

Relevance of the Study and its Contribution to the Field

Despite the many studies pointing towards different factors affecting the health and safety work, there are numerous researcher pointing to the need of more *empirical research* on health and safety work within *construction* (Man-Fong Ho, 2011). Within the HR-domain, direct factors influencing the health and safety work has been outlined above. Yet, few have investigated the non-direct factors affecting health and safety such as the *pre-planning phase* and inefficient coordination (Aulin & Capone, 2010). Still, previous research has been carried out in silos - disregarding other disciplines, where researchers' demands more research taking *the whole construction process* into account (Zhou, Goh & Li, 2015). Additionally, few studies were found on the issue of H&S within *Swedish construction*. This is confirmed by The Swedish Work Environment Authority, who asks for more *qualitative research* within Swedish construction industry, and adds that there is no universal solution to such complex phenomenon as health and safety (Av, 2017b). This study bridges these shortcomings by bringing the research close to the *empirical setting of Swedish construction* and by investigating *the whole construction process; from the pre- planning phase to the end of the production phase* (Aulin & Capone, 2010).

The article continues by explaining the theoretical framework Strategy as Practice which is used to analyze the empirical findings. In our methodology section, we explain how we have conducted our research. In the empirical findings section the main challenges that employees face is being described. Here, the issue of strategic human resource management (SHRM) is portrayed as the most prominent one, affecting how health and safety work is conducted. SHRM is about how HR, managers and other actors manage people. People are seen as a core asset which has value-creating properties. HR then, must have a people management strategy that is in line with the business objectives. The firm's effectiveness regarding health and safety work is thus dependent on how well people are managed by these stakeholders (Jamali & Aufoini, 2012). We make an analysis and discussion based upon the findings and continues with a brief conclusion and purpose further research on the topic.

Theory

Due to the fact that there are some employers within the Swedish construction industry that tamper with health and safety work rooted in work environment laws and regulations, it is of utter importance to understand what these challenges are, how they unfold in practice and how these challenges affect a firm's ability to invest or engage in health and safety work. The rationale behind is that these challenges might stand in the way for employer's engagement in proper health and safety work. The theoretical framework chosen in this paper provide with a lens of how the challenges could be interpreted and understood. Practice is here referred to what people do; how people work and interacts (Van der Heijden, 2005). Built upon these arguments, Strategy-as-practice (SaP) was deemed as an appropriate theoretical framework.

SaP is a search field concerned with the doing of strategy; it is a perspective that bring in people; their emotions, motivations, actions and interactions to the centre of strategy research. In addition, having a SaP-lens, we as researcher will be able to understand and see the phenomena from different angles (Van der Heijden, 2005). In other words, SaP opens up for the study of social complexity and ambiguity which we think can help us understand the potential challenges tied to health and safety work (Jarzabkowski & Spee, 2009; Ambrosini et al. 2007; Jarzabkowski 2005; Johnson et al. 2003; 2007). Nevertheless, SaP is a strategy perspective that evoked due to a dissatisfaction towards conventional perspectives on strategy. Conventional perspective on strategy tend to focus on planned activities with a linear and sequential logic that are supposed to be executed to achieve a specific goal or outcome.

However, the human actors and their actions tend to be forgotten within this perspective (Jarzabkowski & Spee, 2009).

Even if the ambition with adopting a SaP-lens on our case is to show the social complexities and ambiguities connected to health and safety work, we cannot assume that all gathered data will fall under the scope of SaP (Jarzabkowski & Spee, 2009). In fact, what cannot be explained by the SaP, parallels will be drawn to the conventional perspective. It is ought to say though that the ambition by adopting a strategy perspective upon our case is not to understand whether or not the company in focus are using a particular strategy as such, but the rationale is to be able to say something more than solely “what and how”, and instead understand our findings from a wider perspective.

Introducing Strategy

Originally, the term strategy comes from the Greek word “generalship” and has many different definitions. Weick (2001) defines strategy as the preparedness for action. Porter, (1996) state that it is about performing the same set of activities different than rivals or to perform totally different activities than those performed by rivals. Some mean that strategy is the work that enables the possibility of intervening in evolutionary processes under great uncertainty in order to survive (Van der heijden, 2005), while others defines it as a situated, socially accomplished activity that compromises actions, interactions and negotiations between multiple actors when accomplishing an activity (Jarzabkowski & Paul, 2009; Schatzski, 2006). Nevertheless, conventional strategy literature tends to opt an outside-in perspective were firms are entities that seek to adapt to the external environment (Normann, 2001; Nicolini, 2012).

However, realized strategies does seldom corresponds with the intended ones (Carter et al., 2008). Many different activities and decisions may emerge in the strategy formations that are not intended and therefore, strategy should instead be explained as a social emergent process (Normann, 2001; Nicolini, 2012). In fact, Mintzberg´s (1985) take on strategy depart from the idea that strategy is not only given plans on papers but are the formation of patterns of activities. This opens up for a higher level of complexity when talking about strategy that indicates that no simple recipe of principle of how organizations should work exist (Normann, 2001). Strategy is no longer about what a firm has but about knowing what a firm and its actors are doing (Jarzabkowski, 2004). It is, nevertheless, from these underpinnings the search field called Strategy-as-Practice; the study of what people do was born.

Strategy-As-Practice

Strategy-as-practice (SaP) is a perspective of how to look upon organizations and originally emerged from an increasing dissatisfaction with the conventional strategy perspective mentioned above (Jarzabkowski & Paul, 2009; Johnson et al. 2003, 2007; Suddaby and Seidl, 2013). Recently, researchers have pointed towards the notion of practice and how the study of micro social practices has become an increasingly popular subject to study among both work and organizational scholars. By following management in action, what is actually done inside the firm and the activities and not only what they say they are doing is of focus in SaP (Jarzabkowski and Paul, 2009; Whittington, 1996; Nicolini, 2012). Taking a SaP-perspective is important according to Johnson et al. (2003, 2007) and explains that it is crucial to understand actions, activities and actors. The rational is that by analyzing the practices; what is done and the meanings that are associated to what is done help us understand that actions are rather contextual. Departing from this, there are three main concepts within the SaP-framework that is central within this perspective: *practitioners*, *practices* and *praxis*. How

these interrelate with one another can be viewed in Appendix 1 (Jarzabkowski & Paul, 2009; Whittington, 2006).

Practitioners are those actors who do the work of strategy; individuals and what they are doing in terms of activities. Individuals can be internal (employee, middle manager, senior managers, CEO) or external actors such as consultants, trade unions or other interest-groups. Whittington (2006) adds that practitioners could be seen as the strategy's actors who both perform the activity and carry the practices forward. It is the practitioners that shape the activities through who they are, how they act and what resources they draw upon in a certain action.

Practices are the social, symbolic and material tools through which strategy work is done (Jarzabkowski & Paul, 2009). Whittington (2006) adds that practices could be interpreted as the shared routines of behavior that includes traditions, norms and procedures for thinking, acting and using "things". Furthermore, practice could be understood as the routines of behavior, the actions that are made, the norms, methods and tools and the common procedures (Ibid).

Praxis nevertheless is the flow of activity in which strategy is accomplished. Whittington (2006) writes that praxis refers to the actual activity: what people do in practice e.g., meetings, conversations, talk or/and interactions. Furthermore, previous literature separates between different levels of praxis: micro, meso and macro. What is interesting with these three concepts is the interconnectedness between them (Whittington, 2006; Jarzabkowski, 2005). Jarzabkowski, (2005) explains that practitioners are the actors that shape the construction of practice through who they are, how they act and what resources they draw upon. Practices then refers to cognitive, procedural, motivational and physical resources combined and coordinated to construct praxis. Praxis is the flow of activity that is consequential for the survival of the firm (Jarzabkowski, 2005). For example, practitioners have the possibility of changing "ingredients of their praxis" because when reflecting on experiences they can adapt to existing practices but they can if they are exploiting plurality also is able to synthesize new practices.

Limitations with SaP

Nevertheless, as many other theories, the SaP also come with certain limitations (Jarzabkowski et al. 2007). There is a risk of being too abstract when adopting this framework (Johnson et al. 2003, 2007) and sometimes it can explain too much and seek to explain everything. Nevertheless, the main rationale for using strategy as a lens is important for many different reasons. Feldman and Worline (2016) write that adopting a practical rationality helps practitioners to managing dynamic and complex situations as it enhances the local context. Nicolini, (2012) mean that SaP offers a new way of understanding social and organizational phenomena in contrast to conventional approaches to the study of organizations. Van der Heijden, (2005) argues that strategy is important because it enables the possibility of intervening in evolutionary processes.

In relation to the aim of this paper, the theoretical framework will not only help us investigate what employers (practitioners) within a specific industrial setting do in terms of praxis and practices surrounding the health and safety work; *what* challenges they face when working with health and safety, *how* these unfold in practice and what *if* these challenges affect a firm's ability to invest or engage in health and safety work. But it will also help us investigate a phenomenon that in many settings are more or less treated as non-problematic when in fact

the industry with its many accidents and incidents indicate something else. By adopting a SaP-perspective we can follow the practices, praxis and practitioners and see how they interconnect. The ambition by doing so is to gain a more truthful picture of the real-world complexity that actually exist behind health and safety work; a theoretical framework that will help us bridge the micro-level with the macro phenomenon which was confirmed in the literature review upon SaP by Jarzabkowski and Paul, (2009) that future research should develop (Jarzabkowski and Paul, 2009; Balogun et al., 2007).

Method

Research Design

This study purpose was to qualitatively investigate what challenges an employer face in the daily work with regards to health and safety-issues and further how these challenges unfold in practice. Moreover we wanted to understand if these challenges affect a firm's ability to invest or engage in health and safety work the aim was to provide insights into the complexity that lies behind health and safety work.

The study followed an abductive approach focusing on a single critical case. Hence, the study started from a phenomenon where little previous research has been performed. Yet, there were articles close to the subject of interest which guided the study (Yin, 2014). These included different disciplines such as; Human resource management, health and safety, business ethics as well as psychology. Articles were collected in what is known as a state of the art, meaning, and a systematic presentation of the latest and most relevant research in the field (Researchgate, 2019). The above was done to make sure the study was firmly grounded in previous research. Nevertheless, in accordance with an abductive approach, the researchers moved back and forth between the data and the theory to find a suitable theoretical framework applicable on the empirical material (Yin, 2014). Strategy-as-practice (SaP) was decided useful to apply to this case. In addition, peer debriefing was conducted four times throughout the study which reduced the threat of researchers bias and hence increased validity of the study (Robson, 2002).

Collection of Data

This paper investigates one case within the construction industry. This was due to recent reports of the construction industry to being one of Sweden's most dangerous industries, with high rates of health and safety related accidents (Fredholm, 2017), and thus deemed as a suitable industry to analyze when wanting to investigate the potential challenges an individual employer meet and if so, how these challenges unfold in practice.

About the Case

A large MNC operating in the construction industry were chosen as a suitable case for further investigation. The primary reason for this was because the chosen firm are known for engaging in health and safety work and also have a comprehensive health and safety organization; a case that can give us sufficient data available to analyze the phenomenon. Nevertheless, it was believed that if a large corporation with all its resources would struggle with the issue, other firms without such researches would perhaps face challenges as well in accordance with a critical case (S, 2017). Further, the chosen company is a global held organization who holds a leading position in the industry, with a total revenue of over 100 billion SEK the previous year and around 10 000 people employed in Sweden (SverigesByggindustrier, 2018; 2017). Their business can be divided into four business areas including construction, the business area chosen as the subject for this study. Last, the issue of

health and safety as well as ethics are reported as an important aspect of how they do business (Hållnollan, n.d: Engvall, 2011).

Data Collection

A pilot interview was held in Swedish with one foreman for approximately 60 minutes to gather general information of the phenomenon and to better understand the context and provide insights into relevant questions for the “real” study. This was held and recorded in a quiet conference room at the construction site where the foreman worked. Relevant themes were created and included in an interview guide, with space for follow-up questions (Kvale, 1996).

Both primary and secondary data was collected; the primary data was mainly interviews and observations. Interviews were held in Swedish and recorded between three parties, the two researchers and the respondent. In total, 20 interviews were conducted with different agents who represented the company from three functional departments which all had connection to the issue under study. HR department, Health and Safety department and operations which included line management from projection and production. The rationale for choosing these groups was based on the researchers striving to have different voices on the phenomenon under study. This was also supported by research claiming that participants might view issues different depending on their “functional frame” (Justensen & Mik-Meyer, 2012; Delmas & Toffel, 2008). Further, the rationale behind choosing these specific groups in particular was based on the following argument. The HR department was chosen because safety is a people issue (Kilian, 2012), the decision to include the Health and Safety department based on the understanding that this was the organization who translate, implement and make sure the firm comply with health and safety regulations (SverigesByggindustrier, 2013). Last, operations were included due to the fact that the work-environment responsibility is often delegated to them and it is here, the safety work but also workplace accidents unfold in practice (EuropeiskaKommissionen, 2016).

As the study continued, a consensus emerged among the researchers of where the phenomenon took place and who to include in the study. Hence, those involved with health and safety work, this guided the number of interviews in each group. Therefore, two interviews were held with HR, nine within the two-different health and safety departments; Operational Health & Safety and Health & Safety Strategy & Development. Last nine interviews were held with agents from operations. (Se Appendix 2 for full list). Additionally, a snowball sampling technique, meaning, each respondent referred to other respondents vital to the study was applied (Bryman & Bell, 2011). The reason for this was based upon the researchers’ lack knowledge of the organization and hence which respondents within the groups to interview. Thus, the decision was placed on those having the knowledge to decide who to include (Denscome, 2009).

Interviews were approximately 60-80 minutes long and located in a quiet room where the respondent executed his or her daily work. All interviews with HR respondents were held at the corporate head office and at site for the line management included in operations. Interviews with the health and safety respondents was mixed between site and headquarters. The researchers were flexible towards respondents wishes regarding the setting of the interview as they wanted the answers to be as honest as possible. This decision was further supported by the understanding that another setting could have biased the respondents’ answers and hence limited the study's validity (Lincoln & Guba, 1985). The interviews followed a semi-structured nature where questions were of a broad nature and were primarily

focused on the concept of health and safety. For example, one question stated, “*What challenges are there surrounding health & safety?*”. However, the interview guide also included concepts like; laws and regulation, culture, decision making, responsibility and competition etc. (Appendix 3). These questions were included to get a nuanced picture and understand processes and underlying reasons for the phenomenon.

The observations carried out were taken together held for approximately six hours and 40 minutes. For example, relevant artifacts such as personal protection gear and facilities were observed and collected as additional source of evidence. Observations were followed by protocol and later transcribed. Secondary data was collected via a systematic approach, including organizational documents, information from company webpage and other sources. By utilizing this approach, the study reached source triangulation which was considered important to better understand the context in which the phenomenon took place (Heale & Forbes, 2013; Yin, 2011) and further increased the construct validity in the study (Yin, 2014). Collection of data was performed until saturation point was reached (Glaser & Strauss, 1967).

Ethical Considerations

As ethical considerations are important in all research, it was decided to follow Kvale and Brinkmann’s, (2009) ethical principles. Including how respondents were given a letter of consent written in Swedish (Appendix 4), where information about the purpose of the study, confidentiality, voluntary participation, the publication of the study at GUPEA and other relevant issues concerning the study was brought to attention. This was sign by both researchers and respondent and archived by the researchers. Further it was decided to anonymous the name of the company under investigation as sensitive information was provided to the researchers. Similar, respondents name was decoded to protect their anonymity. However, their organizational roles were used to understand the data to its context.

Data analysis

The analysis of the gathered data was inspired by a thematic analysis and a grounded theory approach. The reason for this choice was to be able to identify patterns and to compare the data. Utilizing the two approaches is called bricolage, meaning that the researchers moved freely between different tools (Kvale & Brinkmann, 2009; Yin, 2011). Further, the analysis went through five phases, summary, disassembling, remounting and interpretation and conclusion (Yin, 2011).

The transcription of the material was included in the first phase and ordered chronological in terms of time and dates and respondent. Secondly, collected data was placed in tables and initially analyzed via highlighting keywords deemed important to the research question. Example of such words was: “*fewer people are doing more*”. Secondly, relevant paragraphs were extracted from the transcribed text and ordered in tables. The researchers asked the question “*what is happening here, and what is relevant?*” This allowed the material to reach a more abstract level as themes emerged. This phase is called thematic coding and is part of the dismantling part (Ibid). During this phase, the researchers concluded that the empirical material showed other findings then what was expected. Thus, as the researchers moved into the part of remounting, six central categories were created represented in the headline of *Challenges*. Additionally, one prominent category, namely strategic human resource management (SHRM), was highlighted as this was evidently reproduced across units and departments. The SHRM concept in this study corresponds to HR, managers and other actors’ management of people such as recruitment, development and training etc. (Jamali & afiouni,

2012; Lafayette, 2010; Patterson, West, Lawthom & Nickell, 1997). Last comparison within the SHRM-category enabled categorization of central sub-themes relevant to the study such as the right people, group composition etc. These categories were placed under second order coding and is a phase of focused coding which functioned as a basis for the interpretative and conclusive phase (Yin, 2011). It should be mentioned that the different processes were done by both researchers to keep the data analysis rigorous and increase validity. Google-Drive was used as a database for collected material, additionally; it enabled both researchers to work simultaneously in the program.

Simultaneously as data was analyzed, empirical information relevant to the background of the case emerged. This was later used and displayed in the empirical setting below. Last a theoretical analysis was carried out, meaning an analysis of the collected data was bridged with the theoretical concepts from the theory strategy as practice. Hence, the study has a theoretically grounded analysis (Silverman, 2013), and further brings a higher understanding of what challenges an individual employer meet regarding health and safety work, how these unfold in practice and if these challenges affect the firm's ability to invest or engage in health and safety work.

Limitations of the study

The researchers have taken many decisions to increase the trustworthiness and rigor of the study, limiting threats to reliability and validity as shown above. However, limitations lie in the observations, hence researchers had different clothing than the subjects which might have affected how people behaved and thus biased the gathered data. In addition, the usage of a snowball sampling technique might have influenced our results as the study spread by the word of mouth and those willing to participate answered which might have reduced the study's overall validity (Lincoln & Guba, 1985). Last, as displayed above, all interviews were held in Swedish, however these were transcribed to English. The researchers are aware that this might have resulted in translation bias. Yet, it was a conscious decision as the industry often use technical terms in Swedish which might be hard to communicate in English (Dinbyggare, 2018).

Result

Introducing the Setting

The chosen organization and particular the representatives of the firm were all agreeing that they experienced challenges when engaging with health and safety work. These challenges are portrayed below. Nevertheless, before explaining how these challenges unfold in practice it is important to provide a shorter explanation about the setting. The argument behind this is due to the realization that these challenges were very much tied to the context in which they occurred and to the actors involved. For example; many of the respondents working on site referred to previous experiences in terms of events, situations and activities unfolding within the frame of project-based work. In addition, these experiences were also argued to be influenced by the amount of support by the human resource department, the health and safety department, line management as well as the firm overall capacity such as size, structure and availability of resources. Hence, hereby follows an explanation of the organization with its departments including actors, practices as well as the process of project-based work and how the health and safety work unfolds within this frame. This will provide a fuller picture of the complexity that lies behind the health and safety work.

Organizational Structure

First of all, a separation between two types of structures can be made. Either respondents work as line management in the operational part of a project including production and projection or have different positions in the supportive functions within the company. Hence supporting the operations i.e. projection and/or planning. The support functions are HR and Health & Safety. The latter is divided into two sub-functions Operational Health & Safety and Health & Safety Strategy & Development see Appendix 5 for a structure of the organization.

Human Resource Department

The HR-department is centrally located at the corporate head-office including HR representatives such as HR-partner's, HR-generalists as well as a competence center, however, the latter is mainly involved in e-learning's to employees. The HR department are not involved with the daily operations and the HR-partners included in this study mainly supports the business and the district chief's with HBTQ-certifications, yearly salary reviews, coaching of managers and central negotiations and rehabilitation. In addition, they also support with recruitment, however, this activity is mainly concerning their own white-collar employees with the exception of apprentices. Recruitment, training and development of both sub-contractors and employed blue-collar workers are practiced locally in the production phase. HR is organized in a way where HR representatives are reporting to the HR-department in Sweden but supports the line organization in the production including regional chief and project chief with people related activities. When it comes to health and safety, HR is more concerned with the "soft values" which includes work with the psychosocial work environment and statistics including 'wellbeing surveys' and 'prehab' which entails proactive talks with employees to improve their wellbeing (Interview, HRP1).

Health and Safety Department

The Health & Safety department handles the "hard values" of health and safety, meaning that they focus on working with the physical health and safety aspects, e.g., educating employees about the importance of using personal protective equipment (Interview, HRP). The department can as have explained above, be separated into two subdivisions; Development Strategy and Operational division. Within the division of development and strategy operates different actors such as health and safety project manager, quality, environment & work-environment responsible and the development manager of health and safety among others. Their responsibility is mainly to receive updates regarding work-environment legislation and working methods from the company as well as be in line with Swedish jurisdiction. These are translated and implemented into new safe and efficient working-methods in their internal management system called "VSAA" (Interview, PM H&S) which is then carried out by the line management.

The operational division consists of a health and safety manager and a few health and safety leaders distributed among projects. The division is a result of a new reorganization to get health & safety closer to the operations i.e. projection and planning, with the role of supporting them with how to perform the daily health and safety work. For example, an initiative in which this division engage in is how they have started to analyze projects with many incidents to target "high risk projects" and work towards improving the safety at site (Interview, PrC). Hence, now this division, in contrast to the HR department, not only support but also report to the line management, embedded in operations (Interview, H&S Manager). Simultaneously, the operations provide the development strategy division via a bottom-up approach with statistics of accidents which they in turn analyze and use to improve their working methods (Interview, H&SL).

Project-based Work

Before the project can begin, a “client” usually send out a request for a building project. The client is here synonymous with the company's customer which has a need for the company's expertise in building services. The client then could either be a public authority or a private actor who usually have specific requirements for what they want the company to build e.g., for example a school. Different suppliers respond with tenders, this process is called procurement where focus lies on quality and price. Different actors within the company including the project chief, who is in charge of the economy in his project portfolio, make a cost-projection as part of this “pre-planning phase” and put forth a tender to the client. When they have won the procurement, the planning of the project continues and enters the projection phase. This is where the project chief crafts the larger plans, purchases, sets budget and calculate the amount of staff of both own workers as well as the frame agreements and procurement of larger sub-contractors. Hence, similar procurement strategy starts where offers are sent to different subcontractors that are needed in the building-process (Interview, PrC).

Other actors involved in this phase are; projection leaders, regional projection leader, projection engineers etc., these outline the framework for the project and report to the operative department of the company (OPC). Responsibilities include; calculations, purchase of resources, including smaller subcontractors and making sure that the safety-aspects permeates the planning of the project (Interview, RPL). The projection leaders in a project function as BAS P in this phase, meaning they have been assigned the work-environment coordination responsibility between actors in this phase. This phase usually takes up to around two years, when the project is planned, the production starts (Interview, H&SL).

The respondents in the production part of the operations are mainly the project chief who is personnel responsible for all workers as well as the project at large. However, site managers have the BAS U responsibility at the site. Meaning responsible for the coordination of all human resources and allocated risks concerning how they perform the construction work (Interview, PrC). Support is provided in the production phase from foremen, workers and subcontractors, the two later is often referred to as “blue-collar workers” (Interview, HR-Partner). Subcontractors are often performing construction work such as: plumbing, electrical installation, flooring, painting and glazing, whereas the firm's own workers often engage in woodwork (Interview, SM; Interview, Foreman 1). Additionally, the daily health and safety work such as detailed plans (work preparations) and risk inventory for specific work tasks or elements are being carried out by mainly workers and foremen. These plans are practical tools for diminishing the amount of accidents in practice and also stipulated by law (Interview, Foreman 1).

In the beginning of the production phase there are usually a lot of subcontractors executing most of the job. However, how well these follows the health and safety instructions is often dependent on the size of the project and site management commitment, projects economy and other factors (Interview, QEW). When the project enters its mid-phase, the building process reaches its peak, during this stage respondent's state that it is often crowded and quite stressful. During this period, the need for safety equipment is high, due to the complexity and multiplicity of actors involved (Interview, Foreman2). When the project enters the finalization of a project, employees engage in a “final cleaning” phase. Here, a lot of pre-inspections are being made on behalf of the client. These inspections are made by a group of people including

Foremen and sometimes the site manager. During this phase, there is often low number of employees at site (Observation 1).

Challenges

When approaching the field with a rather broad question of understanding if and how the challenges with health and Safety work unfolds in practice, employer's experiences regarding health and safety-issues in their daily work, different stories and experiences concerning health and safety work were received. One experience that was frequently mentioned by many of the respondents was *the importance of planning* and how that could affect the health and safety work. The projection phase of a project plays an important part for eliminating the risks and securing the health and safety aspects in the execution phase of the project because if safety related aspects are missed in this phase, the production phase is often affected (Interview, RPL). It is explained that if the company do not in an early phase of the project, plan for the material, time and resources needed in order to construct in a safe way, it would create devastating consequences for the people constructing the building (Interview, Foreman 1). The Foreman 1 continue by explaining that after experiencing challenges in the building phase:

“It has been problems from the start! Architects and people in the projection has not calculated it right so you have to solve a lot of problems on site, often because there have been to many “quick fixes” and then you have no idea what has been build according to the plan or not”

However, how well the plan works is often dependent on the creation of room in the time schedule. One foreman explains that this is important when sending people to safety courses, or else the others have to take on more job to fill that empty spot which in turn can become stressful for the workers. Another experience that was very much related to the importance of planning was *the collaboration with the client* after won procurement. The challenge here was to collaborate with the client in a way that can ensure a high prioritization upon health and safety aspects. This goes often hand in hand with communicating with the client in an early stage of the project (Interview, PrC). How willing the client is to include health and safety aspects in the project the easier it will be for the company to engage in health and safety work. To prioritize and build in a safe way is according to many of the respondents their competitive advantage but client could take more responsibility by being tougher in their demands (Interview, H&S Manager; Interview, PM H&S; Interview, H&S Leader2).

However, the technicalities and the design in the client's request is something they have to endure (Interview, H&S DM). They usually do not say no to those projects that involve high risk activities solely because the client demands e.g., a steep roof, but they try to demonstrate and invite the client to health and safety workshops to make the client more aware of the safety risks construction work endorse (Interview, PrC). Each project has different prerequisites and involves more or less different technicalities. One Foreman explains that she has worked in both large and small projects and she concluded that the larger ones often involve more costs and staffing to name a few which leads to difficulties and more stress for everyone (Interview, Foreman 1).

A second experience mentioned were the issue with the amount of *governmental work environment laws* entering the firm and how they sometime can be many and unclear which makes it hard for the strategy and development department to understand and translate the laws to reality (Interview, QEW; Interview, PM H&S). A third experience that some of the respondents shared was *the notion of the construction industry as being “macho”*. The macho

culture is defined as nonchalant and it is sometimes difficult to report people that are not complying to the company's rules regarding health and safety (Interview, Foreman 1). However, many believe that this has changed the last couple of years (Interview, PrC; Interview, HRP2). Sub-contractors, are often blamed for bringing another culture to the company which is not in-line with the company's vision and goals concerning safety yet many state that their own workers are just as bad, if not worse (Interview, HRP1; Interview, QEW).

A fourth experience many of the respondents had was in connection to the explanations for why incidents or accidents take place. According to the HR-partner, the industry is dangerous but believes that the company is doing a good job, they should continue on the path they have started and the accidents are nothing else but *individuals operating errors* (Interview, HRP1). This is however criticized by the Development Manager who argue that an accident is the outcome of several mistakes made in a row, not only the mistake by one single person:

“If something blows down from the roof of a building and someone gets it on their head, you could directly blame the wind ... Yes, the wind made the thing fall, but it fell because the one person that were supposed to attach the material on the floor was not in place because the delivery man transporting the package was too early. This delivery guy made the decision of loading the package alone and used too little equipment for securing the package to be in place”

The fifth experience regarding was the issue of *knowledge management* where the firm tend to repeat their mistakes and struggle to save and reuse all the knowledge, experiences and competencies that groups of people or individuals learn from a specific project. This was repeated from multiple voices across the organization (Interview, RPL; Interview, HRP,1; Interview, PM H&S; Interview, H&SL2). Knowledge management was perceived as an issue for several reasons: first of all, everyone at site has different responsibilities and different viewpoints in how to solve problems that arises concerning health and safety (Interview, HRP1, Interview, H&SL3). The positive aspect is that many of the ones working in construction are often very solution-oriented and have an entrepreneurial mindset. However, it is two folded as people reinvent their own solutions (Interview, PrC). Second, each project is unique, this affect the ability to reap learning's regarding health and safety. Third, the time span from creating a plan in the projection phase to constructing a finished building in the production phase are usually quite long which result in forgotten learning's and lack of knowledge sharing between projection and production. This adds to the above of making knowledge sharing difficult (Ibid). The last experience that was most frequently repeated by the respondents and will be of further focus in this paper was the issue of SHRM.

The Challenge of Strategic Human Resource Management

According to many of the respondents the whole industry is right now struggling with finding enough people that can help man-up the different projects. Nevertheless, it is also difficult to find experienced, competent and skilled workers to execute the work (Interview, PrC; Interview, Foreman 2). In this study, we call this strategic human resource management (SHRM). This phenomenon was deemed as an interesting viewpoint on the issue of health and safety as it encompasses a broader and more comprehensive understanding of what is in fact challenging the health and safety work. In addition, the concept highlights the complexity with health and safety work and as it includes managers, HR and other actors' involvement and further provide another explanation to what is challenging the health and safety work. Beyond those factors explained by the literature above. Thus, crucial to investigate more in dept. Therefore, as a response to what the empirical material showed, focus was placed on an

investigation of the employer's challenges with SHRM and its implications on the health and safety work.

Enough People

The need of having enough people is according to several respondents important, especially to have people in place before the project starts. Hence, when this has failed, projects often suffer with higher accident risks (Interview, PM H&S; Interview, PrC; Interview, DM H&S). The company's philosophy is according to the Project Manager that they should not put a bid in the tendering process if the staffing is not secured. However, this is not always the reality.

“You have such a pressure to deliver - you must have sales and achieve a certain turnover and then takes on projects although one does not have the staffing ready!”

However, the current situation is that many projects are understaffed, especially in relation to white-collar workers. Including the different managers within operations (regional-, district-, project-, and site managers) who are supposed to lead the construction work. Respondents explain that the lack of people often have implications on the quality which can lead to situations where they fall behind in schedule. This in turn propels other difficulties which in turn require a lot of resources and focus. Thus, instead of working proactively, people on a project have to engage in “firefighting”. Worst case scenario is that accidents and deaths happen due to this (Interview, PM H&S; Interview, PrC). The HR-partner admits that recruitment is often limited by the revenue given in the project and that today projects are under-staffed, meaning few are doing more (Interview, HRP2). This was evident in one project where one project engineer left due to sick leave. This person was handling the administrative tasks such as purchasing, calculation and budget, and after leaving, the company did not hire someone new but instead was the work divided among the rest of the white-collar workers at site (Interview, Foreman 2). Hence, the number of own employees working on site is limited and in the final phase of a project there are usually a lot of people moving on to other projects where their skills were more needed, nevertheless, even if they were in the final phase there is quite a lot of workload of the ones left as they then are fewer but are doing more (Interview, SM). The Safety Representative says:

“Now there are a few small efforts left; a lot of running back and forth here and there. I am the only carpenter in the building right now, so it gets very much and as soon as something pops up, the phone rings "come here, check this out" and then you have to run”.

In addition, the smaller projects are the most dangerous working places because large projects are more staffed compare to smaller ones, where workers in the smaller projects do the same activities, are exposed to the same type of risks but here, fewer have to do more (Interview, H&SM). The site manager on the other hand argue that the firm does not need more people because they would not be able to be as competitive as they are today if they would hire more people as it cost money. Instead, it is claimed that it is all about “moving resources” (Interview, SM). Last, one of the HR-partner's admits that the company is extremely performance oriented where a lot of people are competitive and due to the hard competition within the industry people in the firm work a lot of overtime in the projects due to the pressure that many experiences from outside the company but also within in terms of staying within the set timeframe and budget (Interview, HRP2).

The health and safety organization within the company has recently made a restructuring where more health and safety personnel were recruited and seated closer to the core business (Interview, H&SM). Still, it is argued that the development and strategy division receives a

lot of resources centrally, but concerns are expressed regarding the limited resources allocated on the projects in the different regions and districts. The Development Manager state:

“...that is exactly where it is missing! Even after this reorganization was more people were recruited, I still think we are a little restrictive in taking in people!”

The need of having people working within health and safety on the floor to strength up and support the managers is repeated across several divisions (Interview, H&SM; Interview, H&SL2). The support is about getting the site managers or foremen to understand the work tasks of the health and safety leaders and what they do to make the work environment work systematically. If projects are not sufficiently staffed, the health and safety leader has little if no authorization. It is the site manager who influence the workplace and if there is not enough time, safety is not prioritized (Interview, PM H&S). The current situation shows that, a number of health and safety resources are placed in projects depending on the size of the project. Usually, the large projects receive a health and safety leader full time while the smaller projects usually share (Interview, H&SM). One health and safety leader who is responsible for six smaller projects expressed a wish for more people to support and help in the daily health and safety work. On the question “If having fewer projects would ease the work”, the following response is explained:

"Then you could become more involved in the projects... you get the opportunity of really getting to know the people you work with and I think that is everything when we talk about health and safety"

“Right” People

Even under circumstances where projects are sufficiently staffed with both own employees (white and blue-collar) and subcontractors, another challenge within the industry is to find people, and specifically blue-collar workers, with the right set of competencies. An example of where competence can play an important role is in the utilization of a project and how it often depends on actors such as the project chief’s ability to plan and develop the right strategy. Another example is when people are not enough inserted in the project before they start and how that often lead to misunderstandings later on in the building process (Interview, PM, H&S; Interview, PrC). According to the respondents, finding right experienced and skilled people are important, not only for the success of the project but also the health and safety work. Younger workers are often less experienced regarding health and safety work and its practical configuration which limit the person's ability of anticipate risks (Interview, HRP1). In addition, it is claimed that the competence level on the floor are too low, speculations are made that the competence levels has to do with the people having too little hands-on experience (Interview, PM H&S).

However, the respondent state that the firm must not run the mistake of employing too inexperienced, and young people on higher positions, in large or/and in complex projects too early in their carrier. This can lead to burn-outs and sick-leave, and then the company loses even more skilled people (Interview, HRP2). Albeit, this is the situation of today, partly because of the fast growth the company. Additionally, many state that competent people often have the ability to view the bigger picture: seeing problems in time, from different perspectives and can act upon them well in advanced. Whereas, inexperienced people become too up taken by achieving revenue while not understanding what to focus upon, and more urgent problems (Interview, PM H&S; Interview, RPL).

Today, the health and safety department do not support with their competence in the recruitment and allocation of human resources across projects. To continue, HR is not in

involved in this either. Another challenge for the HR function in relation to this process though is the issue of setting the right salary as the salary levels can easily escalate due to the difficulties of finding right, competent and experienced people. There are even times where HR have to deny managers a candidate, which might lead to the company missing out good and competent people (Interview, HRP2) Further, the employees working in the strategy and development division of health and safety engage in translating laws and into practical work which is applicable to the setting they are in. However how well this translation is achieved are tied to how well the translators understanding of the core business according to the Project Manager.

“...one cannot take a rule and then make a checklist and give to the production and expect it to be correct. Everything has to be translated, adapted to the production... you have to understand each other and make something problematic easy to understand...”

The hiring of subcontractors and securing their experience and knowledge-levels lies in the responsible of the project chief and sometimes also the district manager. A project chief explains that when employing subcontractors, it is important to make sure that the subcontractors have the right equipment, experience and the right competence in how to work safely. A project engineer often supports the project chief in this. However, in their help they use a specific internal program that consists of a certain “pool” of subcontractors. Hence, firm-performance regarding health and safety are usually well documented and they have to achieve some basic criteria for being able to collaborate with the firm (Interview, H&SL2).

Group Composition

Even though the right people seems to be people with high competence, experience and skills, it's the combination according to several respondents that give the optimal result (Interview, PrC). The young and inexperienced needs to get the opportunity to grow into their role yet, which requires a diverse work group of people were new inexperienced people are paired with older and possibly more experienced employees (Interview, PM H&S). It's not only about combining inexperienced and young people with older though, but it is also about combining people with different experiences and ambitions and energy. A project chief explains that the younger may be more inexperienced but they exhibit energy and motivation which often works well in combination with people that has been in “the game” for a while (Interview, PrC). Further, a foreman explains that the current project includes different roles such as a new site manager, a new project chief and new foreman. Which in itself might be challenging, however, they sort things out because they use their different competences to work as a team.

Notably, the problem is not only the company and thus manager's ability to recruit and compose dynamic working groups but to do so during times of labor shortage. Due to lack of experienced people within the industry, groups are dysfunctional, as they consist of too many inexperienced and young people, which results in major problems for multiple reasons. For example, people do not solve problems or act in an optimal way regarding health and safety when groups are not put together as intended by the company. Adding to the above, even if they have people that are experienced they still have to have groups that are dynamic enough to generate a certain outcome (Interview, Foreman 1). The company's motto is to let new and thus young and inexperienced employees grow into their role but for this to work, the projects need to be staffed with the right mix of competence and heterogeneous work groups (Interview, PM H&S). Additionally, a foreman adds that the site manager usually has the mandate of wishing his production team including the foremen and project engineers. However, this do not always work in practice. Hence it is dependent on the size of the project and in what phase the project is currently in. Thus, other projects can demand people from the

original team to move earlier or later to another project more critical. Contradictory, to the above, those working at site does not seem to like this. One Foreman state:

“It is sometimes nice to also work with familiar faces. If this was not the case it would be like people were just a game piece and not a person”.

People Turnover

Moreover, one foreman stated that the current project in which placement is being held struggles with high people turnover; new people are constantly entering the project and as soon as dynamic is achieved within a group, someone is moving by either leaving the company or is transferred to another project. According to some respondents more stress arise in certain projects because resources in terms of people have to move to other projects where the economy is suffering due to shortage of time (Interview, Foreman 1; Interview, Safety Representative). When people leave they have to start all over again performing new educations and provide safety instructions which in turn cost money and affect the project economy and set time-plan. This in turn, affects the health and safety work as the employees tend to skip doing the work preparations in time or worse, not do them at all due to high time pressure (Interview, Foreman 3). However, this is a common issue within the district and has to do with the fact that too many inexperienced employees are working together which have increased the stress level on site. Meanwhile, management have the same demands on projects independent of if these have inexperienced or experienced personnel (Ibid). The Foreman says:

“When we have had too much stress, they have solved the problem by sending in additional inexperienced people which only increase the stress load ... The first half year this new one doesn't help, they are just energy consuming!”

The consequence of this is that the deadline for handing over the project to the client might be delayed albeit, such scenario is never an option. If they are delayed they usually recruit more people, working during the weekends and are often as a result, more careless with different safety-aspects (Interview, Foreman 4). Interesting enough, the project chief state that it is important that people do not leave the company as it can threaten the staffing-plan that usually has to be in place before they can start a project.

Concluding remarks on SHRM

After interpreting the respondent's perceptions, the people strategy should be in place before a project start, which means that the company should have enough people with right competence and from it create a group composition needed for achieving the desirable objectives of the firm. However, this does not correspond with the reality where instead, an ineffective people strategy is used and cause a lot of problems for the different project in terms of high staff turnover to name few. The people strategy becomes ineffective when the resources are not allocated properly, e.g., when the group composition is not in balance and more inexperienced people are put together in a team with other inexperienced people, or when the people working for a project does not entail the right competence needed for executing the work tasks with the right quality and safety demands, or if the project does not have enough people overall where fewer people are forced to do more.

The problem with not having enough people put certain constraints e.g., on the time schedule, as when people are forced to do more under shorter time the probability of experience more stress arises where the individual worker choose to skip doing certain important activities which in turn can lead to implications for the health and safety work. In addition, when there

is a shortage of people, agents state that quality is often hampered, when this happens, quality gets the focus and health and safety related activities suffer such as performing proper work-preparations. This implies that the employees are not able to act compliant do to the issue of not enough people. Further, they want to work proactively with health and safety which is also stipulated in the law how employers could “prohibit” accidents, this is also not possible when there is shortage of people. Because when the quality aspect of the building-process receives most of the focus, health and safety issues are given lower priority.

Discussion

The above results have showed a number of challenges that unfolds in regard to health and safety work in construction. In fact, after analyzing the different challenges and specifically the issue of SHRM several lessons and insights could be drawn. Following sections will initially present an analysis of two parts; first we adopt the SaP-perspective upon the case with focus upon the three elements: *practices, practitioners and praxis*. Second, a comparison between the conventional strategy perspective and the SaP-perspective mentioned under the theoretical section above is made. The discussion ends with some concluding remarks of what we have seen and how these could be interpreted.

Strategy-As-Practice lens upon the Case

Due to the SaP-theory it is crucial to understand the actors as *practitioners*, the *practices and praxis* and the interconnection between them (Whittington, 2006). In liaison to this, when analyzing the empirical data with the help of the SaP-theory, the health and safety work is perceived to be the main practice in focus. The rationale for this is because the health and safety work consist of different procedures, methods and ways of acting hence praxis, which is executed by the different practitioners on different levels within the company and which have consequences on how the strategy of health and safety work unfolds as a practice (Jarzabkowski & Paul, 2009). These were found in the different departments of health and safety including operational and development and strategy, the HR department as well as the operations which consist of projection and production. The practitioners include health and safety leaders, project managers, HR-partners, site managers and foremen to name a few. These are all engaged in a variety of health and safety activities hence praxis that has different effect on the health and safety work per se i.e. the practice.

This analysis can be divided into two parts: we will first outline how the different practitioners included in this study engage and create the health and safety work. Later a more complex picture will be outlined in how these practitioners with its praxis and practice have to compete against other challenges which in turn have implications of how the health and safety work is constituted.

A Complex Work: Practitioners, Praxis and Practices without Other Challenges Intervening

A first example of how practitioners, praxis and practices relate to one another could be illustrated by how the project manager, a practitioner within the division of strategy and development, shapes the practice which health and safety work constitutes when translating the governmental work environment laws into practical guidelines i.e. praxis. Yet, such translation process was highly dependent on the individual's competence. Hence these practitioners need to understand the core business to be able to translate the governmental laws and regulations to applicable and understandable hands-on guidelines, routines or policies. Interpreting this from a SaP-perspective then, it becomes obvious that the “success” of the translation are dependent on the practitioner way of perceiving the situation which in turn is influenced by the social environment, how this person choose to act and what

resources in terms of competence this person have. Such analysis is supported by Jarzabkowski & Paul, (2009) who argue that strategy is influenced by the social context which guide behavior.

Another example is how the health and safety leaders, as a practitioner advocating health and safety work as a practice by engaging in different praxis such as coaching, teaching and communicating with the line management and other workers including subcontractors on site. The success of this work is very much connected to the individual's competence and experience but also the amount of resources set to the specific project. This means that not only does the practitioner shape the practice of health and safety work by peoples (in)-experience and competence but it is also connected to what resources the practitioners have available. From a SaP-perspective this seems reasonable as Johnson et al. (2003, 2007) state that resources are tools which create and influence the practices. In addition, workers and Site Managers are the ones that come in direct contact with the many risks that exist with construction work. These are probably the ones engaging in the most activities concerning health and safety work including: communicating about the daily risks in morning meetings, safety introduction, training, e-learning's, safety rounds, work preparations and risk inventories. In this way, these praxes can affect the practice of health and safety work in a direct way if these are not carried out by the right people, with the right competence. Not only can the health and safety work as a practice be hampered but also the practitioners themselves. To conclude, the concepts within the SaP-perspective interrelate with one another on a micro, meso and macro level (Whittington, 2006; Jarzabkowski, 2005).

The complexity when Challenges Intertwine with the Health and Safety Work

To provide a fuller picture in the complexity and challenges that constitute health and safety work as a practice it can also be argued that not only do a practitioner influence the health and safety work *per se* but the activities that is carried out within the health and safety domain influence and are influenced by other activities operating within construction. Such argument is also supported by the claim Jarzabkowski (2005) make in how actors shape and construct practices e.g., health and safety work by engaging in different activities. However, the praxis itself can also shape the way the practitioners construct practices. This is mirrored in how planning as a praxis, was seen to be highly interrelated with the health and safety work as practice. Hence, larger projects demand more planning as they are more complex, include more people on site and thus encompass higher levels of risk. This in turn, increase the amount of health and safety related activities i.e. praxis such as work-preparations, risk-allocations, safety rounds etc. which accordingly needs to be performed by more people with the right competence. Yet, it is also said that smaller projects are struggling with carrying out health and safety practices as fewer are forced to do more due to bad planning in general in these. From a SaP perspective, an analysis can be drawn in how the complexity of projects hence the context as well as the praxis of planning is influencing the practice of health and safety work and the larger the project the more practitioners and praxis are needed to construct good health and safety work (Johnson et al., 2003,2007).

Further, the culture was repeated as “macho” within the industry and firm. This is explained as norms which hampers the health and safety work. These norms influence how people in the industry behave which also restrains the company's ability to change or influence the behaviors of the people engaged with the construction process. Further, it in an already resource scare market, the firm has to try to engage in the praxis of recruiting enough people for their projects and compose groups of people that do not behave in accordance with this “macho culture”. Drawing upon SaP-perspective focus lies solely on the social micro

dynamic process that occurs inside firms which influence strategy (Jarzabkowski and Paul, 2009; Whittington, 1996; Nicolini, 2012). Hence this is a possible critique towards the perspective as it lacks a wider understanding of how the external environment with its clients, industry norms influences the practitioners, praxis and practices.

Last, the empirical findings show how HR is rather absent from the health and safety work. This is interesting to discuss as it has implications on how the firm constitutes its health and safety work. In fact, HR partners or practitioners are mainly engaging in the soft values of H&S such as 'prefab' or recruitment of white-collar workers. Yet it is exactly these procedures or lack of praxis that have implications on the health and safety work in the firm. Hence, the HR partners is more or less absent in the enactment of a proper and well-functioning people strategy plans for the projects. In addition, HR are not aiding the line management with the creation of right group compositions such as making sure people have the right competence and that young-inexperienced do not burn-out. In addition, when interpreting the respondents experience of the HR function it is clear that they are a rather absent function, reporting to a support function and not the line management as do the health and safety department. As a result, a lot of their support are not anchored in the core business where the practice of health and safety work is crucial for the firm.

Hence, due to the lack of HR engagement or knowledge in the health and safety work the firm have adopted a strategy where fewer people have to do more which among other factors, is creating a lot of stress for those performing the H&S practices. Further, this has led to a situation where employees chose to ignore certain health and safety activities. This not only threatened the health and safety work but also the wellbeing of employees in general (Mulki, Jaramillo & Locander, 2008; Hall, Dollard & Coward, 2010; Av, 2018d). Analyzing this then with the SaP-lens, it becomes obvious that the practices and praxis of health and safety work becomes affected by the HR-practitioners lack of involvement hence lack of praxis. Further, HR is occupied (among other HR-related processes) with reactive praxis such as 'prefab' instead of working closer and more proactively with the praxis of health and safety work. However, one major reason for this might be the context in which HR is drawing its resources upon to create their practice, hence the way they are organized and the praxis that HR do us rooted in norms of what constitutes HR work (Whittington, 2006). With this in mind, they might not know any other way of working or even how their praxis influences the health and safety work and therefore the firm's ability to comply to work-environmental law.

Departing from the arguments above, the discussion shows that the health and safety work as a practice are interrelated with the other challenges with its practices and practitioners and do not operate in a vacuum, but instead is dependent on other business practitioners, praxis and practices.

SaP vs. Conventional Strategy

Going through some of the challenges mentioned above and discussing them from a SaP lens in contrast to a conventional strategy perspective, the first challenge was in relation to the importance of planning. Planning is according to previous research an important activity, as lack of planning could affect construction projects negatively (Åfreds, 2018; Baxendale and Jones, 2000; Langford, Fellows & Hancock 1995). This was especially prominent in our case as lack of or inadequate planning resulted in negative effects e.g., if there was not sufficient amount of time in the schedule for unexpected things to happen, it would result in a more stressful environment for people engaging in construction. Furthermore, in relation to the planning of people; lack of competent and enough people seemed to affect in the health and

safety work badly. This is supported by researchers who argue that having enough resources is crucial for enabling firms with the health and safety work (Mullan et al., 2015; Sapegina & Weibel, 2017).

Nevertheless, analyzing this from a conventional perspective on strategy (Jarzabkowski & Spee, 2009), a plan would be set by the projection team and the success of the plan would fully depend on the designer's ability in predicting and estimating the future and potential risk. The plan is then followed accordingly. Nevertheless, we know that researchers (Mintzberg, 1985; Normann, 2001; Jarzabkowski, 2004; Nicolini, 2012) have been able to confirm that plans seldom unfold as planned and usually things happen along the way. However, we do not suggest that planning is something that is implicitly bad, in fact, planning seemed in this case to be the solution for how accidents could be avoided later on in the production phase, e.g., by having workshops where the projection-team could exchange experiences with the production-staff. This in turn enabled those working with projection to learn from them and take these learning's into account for future projects. However, from a SaP-perspective (Jarzabkowski and Paul, 2009; Whittington, 1996; Nicolini, 2012) there are no such thing as a perfect plan or "right" plan, because in the end how well the practice of health and safety is achieved seem to depend on several different factors, e.g., the willingness of working with health and safety by the client (one of the practitioners); if the client and the company does not collaborate and communicate in an early phase of the project it can affect the clients willingness to prioritize resources set to health and safety insurance.

The second challenge was in relation to the translation of governmental laws and regulations that enters the company through the strategy and development department. According to the Swedish Work Environment Authority the employer is obligated to engage in health and safety activities in line with governmental requirements (Av, 2018e). However, this translation is always achieved by *someone*, and as previous research have confirmed, the individual attributes of this person can actually constitute a challenge when working with health and safety work as this person can have certain careless behavior, attitudes or lack of experience that may affect the health and safety work (Bommer et al., 1987; Williams et al., 2014; Zuber, 2015; Choudhry & Fang, 2008). From a conventional strategy perspective (Jarzabkowski & Spee, 2009), if this translation would work accordingly neither confusion nor misunderstandings would arise and the people responsible for translating these laws and regulations would know exactly what to do and these documents would be correctly understood by the receiver. In fact, what the conventional strategy perspective suggest is that the person would not affect in this and should therefore be ignored completely (Jarzabkowski & Spee, 2009).

However, seldom this happens in real life, or at least without any obstacles or challenges according to some researchers (Carter et al., 2008; Normann, 2001; Nicolini, 2012). In fact, governmental work environment laws and regulations can sometimes become too unclear which was confirmed by previous research arguing that legal framework can actually affect individuals' engagement in health and safety work (Bommer et al. 1987; Asplind, 2019; Michael, 2006). From a SaP-perspective this opens up for more interpretations made by the individual worker. In that case then the success of the translation becomes instead dependent on the individual workers perception of things.

A third challenge that was prominent in the case was issue of knowledge sharing. From a conventional strategy perspective (Jarzabkowski & Spee, 2009) the knowledge sharing would run smoothly and experiences would be transferred in a way that would generate to better

outcomes for each project. This is tied to the idea of rationality where it is taken for granted that everything should work by itself more or less (Jarzabkowski & Paul, 2009; Johnson et al., 2003, 2007; Suddaby and Seidl, 2013). Nevertheless, from a SaP-perspective upon the case where people, activities and practices are traced (Jarzabkowski and Paul, 2009; Whittington, 1996; Nicolini, 2012), it could be assumed that sharing of experiences, learnings or information was neither evident nor efficient for several different reasons. When tracing the activities which the different practitioners (actors) were engaging in, it was obvious that no communication platform e.g., database was established for the employees to exchange their experiences and learnings in a more systematic way, but instead the learnings were very much tied to the individual where experience exchange could take place through meetings or talks with other co-workers e.g., one foreman explained that one time this foreman had found a lot of errors in the plans and wanted to inform the planning-leader about it, so this person simply took up the phone and called the planning leader, but this was not a common thing to do as the planning-team usually never receives any feedback.

The fourth and most prominent challenge regards the practice of SHRM. One issue was the need of “right” people - both in terms of experienced subcontractor but specifically experienced and skilled own employees working for the company. To have right competencies were according to previous research (Siew, 2014; Yankov & Kleiner, 2001) crucial for avoiding obstacles in the health and safety work. It was according to the respondents also important to have enough people in each project. This corresponds to the arguments by Mullan et al., (2015) and Sapegina & Weibel (2017) who mean that resources in terms of enough people need to be in place or else it would constitute challenges on the health and safety work by employers. Nevertheless, from a conventional strategy perspective on the phenomenon of SHRM, the firm would not even put a bid to clients if the chance for manning up the potential project were not secured which was frequently announced by some of the respondents. Jarzabkowski & Paul (2009) mean that conventional strategy perspective assumes that all information about future consequences are available and in that sense, the firm should not even begin with a project if all future consequences and problems are given beforehand.

Nevertheless, by the help of the SaP-lens (Jarzabkowski & Paul, 2009; Whittington, 2006), people engaging in different practices and activities acts in an environment that encourage the individual worker to do more shortcuts e.g., due to time-resources or other goals that pressure the individual to behave inaccurate and thereby affect the practice of health and safety. In real life then, the formal instructions of securing the staffing-situation before taking on a project are seldom followed but instead there are usually lack of people which constitute time-pressure and stress-level which in turn encourage workers to skip doing certain health and safety activities because they simply feel that they don't have the time for it.

Last, a concluding remark should be made using the SaP-perspective and conventional strategy perspective, hence it evident that the company has the intention to do proper health and safety work and thereby aiming to comply with work-environmental law (Av, 2018e). Much resources are allocated to help them do so, and a large and well-structured H&S department is even enacted to fulfill this goal. Yet, among the challenges described above, SHRM seems to be the most prominent one challenging this goal. A possible explanation for this might be found in the praxis or lack of praxis by HR professionals and their knowledge in the health and safety work as a practice. Hence, we have seen challenges with recruitment, safety competencies, the struggle with finding enough people, the need for better group compositions etc. These are all issues that lie within the HR praxis. As Kilian, (2012) points

out; HR is a people-issue and thereby HR becomes very much needed in the praxis. HR then, must support with a people management strategy that is in line with the business objectives of the firm. The firm's effectiveness regarding health and safety work is thus dependent on how well people are managed (Jamali & Aufoini, 2012). From a conventional strategy perspective, it seems like the firm unknowingly deviates from its original plan - to have proper health and safety work and hence comply with the law (Jarzabkowski & Spee, 2009). This is done due to the micro-social activities created by practitioners inside the firm which influence the intended strategy (Jarzabkowski & Paul, 2009; Whittington, 2006).

Conclusion

Accidents and injuries within the Swedish construction industry has increased the last couple of years, in fact, in 2018, 10 people were killed (Av, 2018c). Meanwhile, there are many employers that do not engage in proper health and safety work that corresponds to the legal requirements that exist (Av, 2017a). Despite the many potential explanations for this phenomenon in addition to the severe consequences that follows from lack of health and safety work and measures taken, we wondered - what are we possibly missing here? Hence, this article aimed to investigate the complexity that lie behind the health and safety work. As health and safety work is the practical and mandatory activities employers do to achieve compliance with work-environment law and regulations (Av, 2018e;g), the case provide insights into a myriad of different inter-related challenges an individual employer meet which has severe impact on the firm's ability to engage in health and safety work and hence the employers ability to comply with the stipulated work-environment regulations. These challenges are concepts such as planning, macho-culture, knowledge management and laws and regulations and the collaboration with the client. Yet the concept of SHRM proves to be the most prominent one. In addition, the case shows that health and safety work involves a range of different actors (practitioners), activities (praxis) and practices, that together interrelates and constitute health and safety work. Hence, it is evident that practitioners have the ability of shape practices by engage and not engage in certain activities. This in turn influence the way health and safety work as a strategy is realized therefore, things do not always go according to plan (Jarzabkowski & Paul, 2009; Johnson et al., 2003, 2007; Suddaby and Seidl, 2013).

The takeaway here lies in that a firm who are able to engage in SHRM as a praxis for fulfilling the goal of proper health and safety work such as allocate resources into balanced groups with the right amount of people per project and the right competence etc. could be more likely to have a proper H&S practice and thus fulfill the lawful requirements. The employer in this critical case is a large actor within the construction industry that has financial muscles for investing in proper health and safety work. Thus, it is believed that if a large corporation with all its resources would struggle with the issue, other firms without such researches would perhaps face similar challenges as well (StatisticsHowTo, 2015).

To conclude, this study has been able to develop previous research in numerous ways; it has empirically investigated the phenomenon of health and safety work within Swedish construction, taking the whole construction process into account - From procurement to finished project (Man-Fong Ho, 2011; Zhou, Goh & Li, 2015; Aulin & Capone, 2010). It also provides alternative explanations to why some employers within the industry might have a hard time to engage in health and safety work as it not only requires resources but also a fit between praxis, practitioners and practices. Further, this case shows situations where interrelations between the concepts can explain challenges with health and safety work (Whittington, 2006; Jarzabkowski, 2005). The limitations with our research is the limitations

of the theory in use, hence it does not take the external environment into account. Thus, our results are limited to the case and the characteristics of this particular firm which limiting us to generalize our findings. Despite, interesting insights into the phenomenon can be drawn: Even if the findings in this study travels back to one single company, the case could reflect the comprehensive work that unfold within health and safety work in practice and the reality construction firms might entail. Built upon this, it would be naive by practitioners and authorities to claim employers' compliance without providing more instructions than compliance demands. Last, sub-contractors view on the challenges with health and safety work was not included in this study. Future research should make a similar in-depth case studies of Small and Medium Enterprises (SME's) within Swedish construction to understand if there any differences in perceived challenges or if they suffer from the same challenges.

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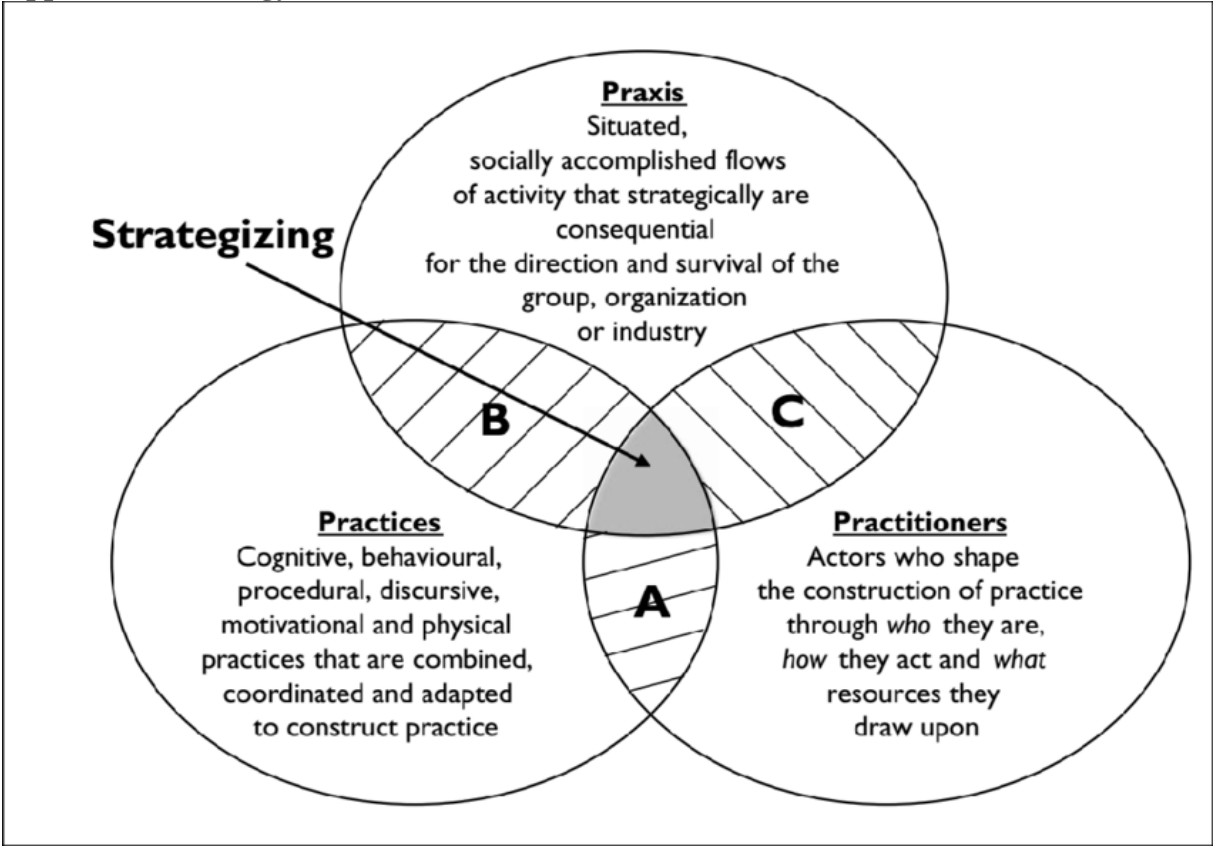
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Appendix

Appendix 1. Strategy-as-Practice



Appendix 2. Presentation of Respondents.

No	Date	Observation /interview	Form of observation/ interview	Department	Position of the respondent	Length of interview/ observation
1.	29/1/2019	Observation	Physical	Operations: Production/Projection	Foreman 1, former Project Engineer	07:00:00
2.	29/1/2019	Observation	Physical	Operations: Production	Site Manager 1	01:00:00
3.	4/2/2019	Interview	Face-to-face	HR-Department	Group Manager, HR Partner	01:04:35
4.	4/2/2019	Interview	Face-to-face	Operations: Production/Projection	Foreman 1, former Project Engineer	01:12:15
5.	4/2/2019	Interview & observation	Face-to-face & physical	Operations: Production	Foreman 2	00:58:15 & 00:04:00
6.	8/2/2019	Interview	Skype/telephone	Health & Safety Department: Health & Safety Strategy & Development. Operations: Production	Development Manager Health and Safety 1, former District-Manager	00:32:56
7.	14/2/2019	Interview	Face-to-face	Health and Safety Department: Operational Health & Safety	Health and Safety Manager, former inspector at the Swedish Work Environment Authority	01:36:52
8.	20/2/2019	Interview	Face-to-face	Operations: Production/Projection	Project Chief 1	00:55:57
9.	21/2/2019	Interview	Face-to-face	Health and Safety Department: Operational Health & Safety	Health and Safety Leader 1	01:26:46
10.	5/3/2019	Interview	Face-to-face	Health and Safety Department: Operational Health & Safety/ Projection	Health and Safety Leader 2, former Project Engineer	01:17:55
11.	5/3/2019	Interview	Skype/Telephone	Health and safety Department: Health & Safety Strategy & Development/ Operations	Development Manager Health and Safety 1, former District-Manager	00:37:39
12.	5/3/2019	Interview	Face-to-face	Operations: Production	Safety Representative & hired carpenter	01:30:55

13.	6/3/2019	Interview	Face-to-face	Health and Safety Department: Operational Health & Safety/ Operations: Production	Health and Safety Leader 3, former Foreman.	01:33:57
14.	6/3/2019	Interview	Face-to-face	HR-Department	HR-Partner	01:19:41
15.	7/3/2019	Interview	Skype/telephone	Health and Safety Department: Health & Safety Strategy & Development.	Development Manager Health and Safety 2	00:28:45
16.	7/3/2019	Interview	Face-to-face	Operations: Production	Foreman 3	00:58:00
17.	7/3/2019	Interview	Face-to-face	Operations: Production	Foreman 4	01:41:19
18.	8/3/2019	Interview	Skype/telephone	Operations: Production/Projection	Foreman 1, former Project Engineer	00:37.24
19.	13/3/2019	Interview	Face-to-face	Operations: Projection	Bas-P-representative, Regional Project Manager	01:02:32
20.	29/3/2019	Interview	Face-to-Face	Operations: Production	Site Manager/ Production Manager 2	00:46:51

Appendix 3. Interview guide (translated version from Swedish to English)

The purpose of the study is to get an understanding of the challenges an employer face when it comes to the work-environment in the daily work. We want to understand that factors that enable or restrain firms in their pursuit to engage in proper health and safety work and hence compliance with the Swedish law surrounding health and safety.

Initial Questions

1. What is your name and role in the company?
2. How long have you been working within the industry?
3. What work-tasks / responsibilities do you have in the organization?
4. Tell us, how do a workday or week look like for you?
5. And in liaison to a project and its phases.
6. What is a project to you?
7. Can you tell us a bit more about the different phases, what type of tasks are conducted?
8. What is your role in these tasks and in these phases?
9. As a HR Partner, Site Manager, H&S Leader etc. - What us your responsibility in terms of the construction process?
10. Who do you communicate with? Who is located in your department/organization?

Construction Industry

1. Explain; how is it to work in the construction industry?
2. How is it to work in terms of project-based work?
3. can you please explain the different phases from the client/customers order to finished project?
4. How do you perceive the competition within the industry?
5. Who are the big actors

Culture

1. Can you describe the culture within the industry? - how do people behave, the values, activities, how do people communicate with one another?
2. Do you experience any changes in the industry? in terms of health and safety? and work-environment regulations?
3. What is the unions role when it comes to health and safety?
4. What role does Sveriges Byggindustrier have when it comes to health and safety?

About the Firm

1. How long have the company existed?
2. What is the firm's values, vision and mission? - Do you believe that these are enacted operative?
3. Can you describe the organization-structure?

HR

1. What role do HR have?
2. Do you have any daily contact with HR in your daily work?
3. Do you have any contact with line management? - If so can you tell us more about how this cooperation unfolds?
4. Does HR have any contact with blue-collar workers and sub-contractors?
5. What is HR role in the firm? and in liaison to projects in specifically?
6. What type of co-operation lies between the H&S Department and HR-Department?
7. Historically, have you seen any development in HR-role in the firm and/ or have it developed with time? How does it look like in the industry at large?

Health and Safety

1. What is health and safety to the firm?
2. What does health and safety mean in your role?
3. How does the health and safety work, work and unfold today?
4. What challenges do you face?
5. What is your responsibility when it comes to health and safety in the company?
6. Do you have any contact person that can help you with your work surrounding health and safety?
7. How do you work with health and safety such as practical activities?
8. Please provide a couple of examples or situations you have experienced in your role in the firm?
9. How do you work proactively with health and safety at the firm or in your organization in particular?
10. Is there something you would like change in how this work is conducted?
11. What? – explain.
12. Do you see any challenges associated with how you conduct your health and safety work with how projects are planned?
13. Do you see any challenges in terms of that you have a deadline and the profit the firm wants to achieve?

Work-environment regulations

1. Is there any documents, policies etc that guide your health and safety work?
2. Can you mention some of them?
3. How does these unfold in practice?
4. What experience do you have in your role to work with laws- regulations standards regarding health and safety?
5. What are the most common ones?
6. What challenges do you face concerning these?
7. In your role have you encounter that these are two-folded or contradict one another in any way?
8. Are the law unclear?
9. Does the law and how it is translated via the company have implications on how you conduct your health and safety work?
10. Speaking from your role as SM, HR-Partner etc what is your general experience when it comes to health and safety in the firm?
11. do you see any challenges with the work you perform today?
12. Do you see any advantages?

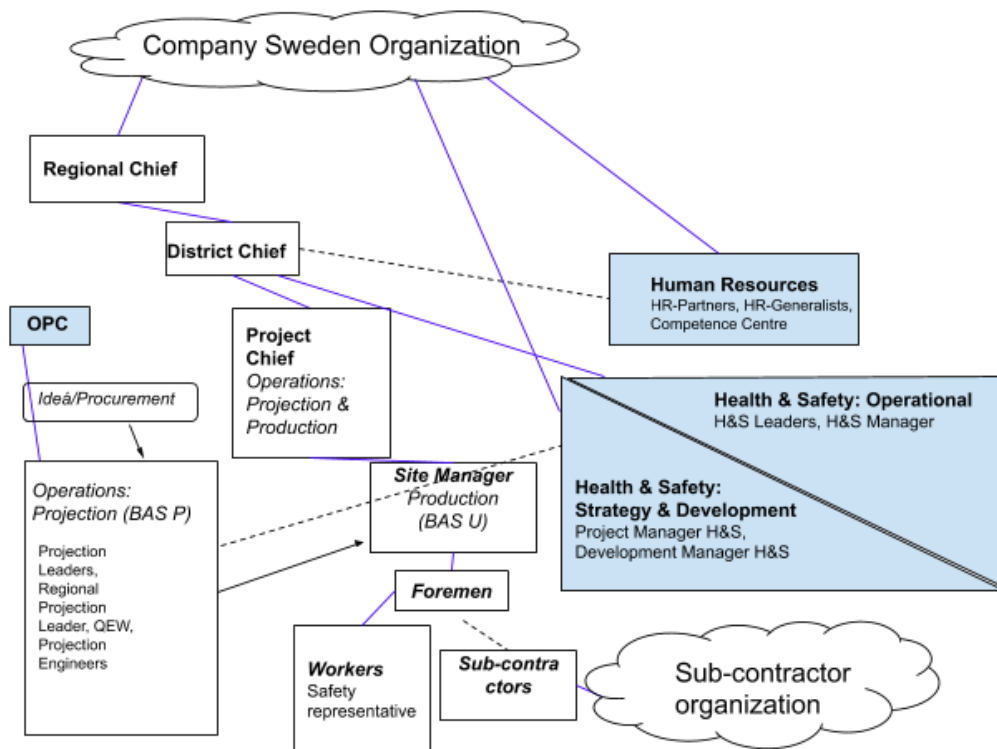
HR

1. In your daily work, do you feel like you get the support you need for carrying out your work in a safe manner?
2. What responsibility do HR take in terms of health and safety?
3. What could be improved?

Ending questions

1. Do you have any further questions to us?

Appendix 5. Organization Structure



The above Company structure, blue lines indicate how these report to one another. dotted line indicate how one division supports another department but do not report to this organization. example: HR supports the line-organization but report to central HR department. Arrows show the flow from start-to-delivery in a project. Subcontractors reports to their own organization but contract work for the Company.