THE MODERATING EFFECT OF PERSONALITY TRAITS ON
THE RELATIONSHIP BETWEEN MANAGEMENT
PRACTICES, LEADERSHIP STYLES AND SAFETY
PERFORMANCE IN IRAQ

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By

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ABSTRACT

Existing literature reveals a gap in the empirical knowledge on safety performance in the oil and gas (O&G) industry in Iraq. This study specifically aims to identify the level of safety performance in the Iraqi O&G industry by examining the direct relationship among management practices (safety training, rewards, management commitment, communication and feedback, hiring practices, and employee participation), leadership styles (transformational and transactional), and safety performance (compliance with safety behavior and safety participation) among 713 employees. This study also explores the role of personality traits (extraversion, conscientiousness, intellect, agreeableness, and emotional stability) as a moderator of the relationship among management practices, leadership styles, and safety performance. Quantitative data were processed using the Statistical Package for Social Science version 18.0, which includes descriptive statistics, factor analysis, and Pearson correlation. Additionally, multiple regression and hierarchical multiple regressions were used to test the study hypotheses. In identifying interaction effects, significant beta coefficients and post hoc probing by split sample analysis were employed. Results provide general support for the hypothesis of the study, despite a number of differences in the direction of the relationships. Specifically, training, rewards, management commitment, communication and feedback, hiring practices, employee participation, and the transactional leadership style positively related to safety performance, whereas the transformational leadership style did not significantly relate to safety performance. The results also suggest that personality traits have a positive and significant moderating influence on the model. The relationship among management practices, leadership styles, and safety performance indicates that the improvement of safety performance through the management of employees will be beneficial to the Iraqi O&G industry. Finally, this study discusses theoretical and practical implications, as well as recommendations for future research.

Keywords: management practices, leadership styles, safety performance, personal traits, oil and gas industry
ABSTRAK

Karya ilmiah yang sedia ada jelas menunjukkan wujudnya lompang dalam pengetahuan empiris tentang prestasi keselamatan dalam industri minyak dan gas di Iraq. Oleh itu, kajian ini bertujuan untuk mengenal pasti tahap prestasi keselamatan dalam industri minyak dan gas di Iraq. Penelitian kajian ialah untuk menyiapkan hubungan secara langsung antara amalan pengurusan (latihan keselamatan, ganjaran, komitmen pengurusan, komunikasi, dan maklum balas, amalan pengambilan, dan penglibatan pekerja), gaya kepemimpinan (transmashional dan transaksional) dan prestasi keselamatan (kepatuhan terhadap gelagat keselamatan dan penglibatan keselamatan) dalam kalangan 713 orang pekerja. Kajian ini juga meneliti peranan ciri-ciri personaliti (ekstraversi, sifat berhati-hati, intelektual, bersatu, dan kestabilan emosi) sebagai moderator hubungan antara amalan pengurusan, gaya kepemimpinan, dan prestasi keselamatan.


Kata kunci: amalan pengurusan, gaya kepemimpinan, prestasi keselamatan, ciri-ciri personaliti, industri minyak dan gas
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Finally, I convey my heartfelt appreciation to my father for always motivating me to study at this level. He ceaselessly works hard to take care of everything in my absence during my study in Malaysia. No words or deeds can pay back all that he has done and all his support for me. I love you, Dad! Last but not least, I thank my wife, Wijdan. You have made numerous sacrifices, many of which I could never make up for even in several lifetimes. My heartfelt thanks also goes to my children, Noor AL-Deen, Zein AL-Abideen, and Faridah, who endured sharing their play-time with Daddy’s studies.
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CHAPTER ONE
INTRODUCTION

1.1 BACKGROUND

As the world continues its voyage toward modernization, it faces tremendous challenges, specifically in the 21st century. The rapid growth of the global industry has raised concerns on safety and health in the workplace, as an increasing number of occupational accidents and injuries frequently make headline news (OHS, 2010). An occupational accident is defined as an occurrence arising from the course of work, which results in non-fatal or fatal injury (Papazoglou, Aneziris, Konstandinidou, & Giakoumatos, 2009). In addition, an occupational accident is unexpected and unplanned, and can result in one or more workers incurring a personal injury, disease, or death (Visser et al., 2007). Some of the worst occupational accidents over the years include the Flixborough explosion at a chemical plant in the United Kingdom on 1 June 1974, which killed 28 people and seriously injured 89 others (Vaidogas & Juocevius, 2008). Two years after the Flixborough explosion, an occupational accident occurred in a chemical factory in Seveso, Italy on 10 July 1976, which resulted in the death of 37,000 people and in the hospitalization of 2,000 others (Sluka, 2009). Another accident occurred in Bhopal, India on 3 December 1984, killing 1,000 people. This accident in India caused major injuries and health-related problems because of leakage of methyl isocyanate chemicals (Broughton, 2005; Gassert & Dhara, 2005; Skjerve, 2008). In 1986, another horrible accident occurred in Ukraine, Soviet Union, that is, the unforgettable explosion at the Chernobyl reactor. A total of 58 people died, including 30 firemen. Over 2,000 people,
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