EXAMINING THE INFLUENCE OF SAFETY LEADERSHIP TOWARDS SAFETY BEHAVIOUR IN SME MANUFACTURING

By:

SYAZWAN SYAH BIN ZULKIFLY

Thesis submitted to
Othman Yeop Abdullah School of Business,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the Degree of
Masters of Human Resource Management
DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustrations and photographs in the dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership right claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date:

Student Signature:
PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their, absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia, 06010 UUM Sintok
Kedah Darul Aman
ABSTRACT

The purpose of this study was to determine the relationship between employer’s safety leadership with safety behaviour among Small Medium Enterprises manufacturing sector in Negeri Sembilan. Three independent variables representing safety leadership attributes namely safety motivation, safety concern and safety policy have been selected for this study. Safety behaviour which is the dependent variable has been measured by two dimensions namely safety compliance and safety participation. The employees from SME manufacturing companies in Negeri Sembilan have been selected as a target population. A total of 400 questionnaires were distributed randomly to the Negeri Sembilan SME manufacturing workers and only 210 sets were returned and usable. Correlation and Multiple Regression test were used to analyse the data. Research findings revealed that safety concern and safety policy were significant with safety compliance, with safety Policy (β=0.366, t=3.300, p=0.001) was found to have the greatest influence; while safety motivation was not significant with safety compliance. On the other hands, safety motivation and safety concern were significant with safety participation with safety concern (β=0.376, t=2.701, p=0.007) was found to have the greatest influence; while safety policy has no influence towards safety participation. Safety concern is an important component of leadership in determining safety behaviour as it has been consistently explaining the variance in both dimensions of safety behaviour.

Keywords: Safety Leadership, Safety Motivation, Safety Concern, Safety Policy, Safety Compliance, Safety Participation, Safety Behaviour
ABSTRAK

Tujuan kajian ini ialah menentukan hubungan antara kepimpinan dan kelakuan kerja selamat di kalangan pekerja-pekerja perusahaan kecil sederhana (PKS) sektor pembuatan. Tiga pembolehubah mewakili kepimpinan keselamatan iaitu motivasi keselamatan, keperihatinan keselamatan dan polisi keselamatan telah dipilih untuk kajian ini. Kelakuan kerja selamat pula diukur melalui pematuhan keselamatan dan penyertaan keselamatan. Pekerja PKS sektor pembuatan di Negeri Sembilan telah dipilih sebagai populasi sasaran. Sebanyak 400 set borang soal selidik telah diedarkan secara rawak kepada pekerja-pekerja PKS sektor pembuatan di Negeri Sembilan dan hanya 210 set borang telah dikembalikan dan boleh digunakan bagi kajian ini. Ujian korelasi (Pearson Correlation Coefficient) dan ujian regresi berganda (Multiple Regression) telah digunakan untuk penganalisaan data. Hasil kajian menunjukkan keperihatinan keselamatan dan polisi keselamatan adalah signifikan terhadap pematuhan keselamatan, dengan polisi keselamatan didapati mempunyai pengaruh yang paling tinggi ($\beta=0.366$, $t=3.300$, $p=0.001$) manakala motivasi keselamatan tidak signifikan dengan pematuhan keselamatan. Dalam pada itu, motivasi keselamatan dan keperihatinan keselamatan adalah signifikan terhadap penyertaan keselamatan, dengan keperihatinan keselamatan didapati mempunyai pengaruh yang paling tinggi ($\beta=0.376$, $t=2.701$, $p=0.007$) manakala polisi keselamatan tidak signifikan dengan penyertaan keselamatan. Keperihatinan keselamatan adalah satu komponen kepimpinan yang penting dalam menentukan kelakuan kerja selamat setelah faktor ini telah menerangkan secara konsisten dalam kedua-dua varians kelakuan kerja selamat.

Kata Kunci: Kepimpinan Keselamatan, Motivasi Keselamatan, Keperihatinan Keselamatan, Polisi Keselamatan, Pematuhan Keselamatan, Pengelibatan Keselamatan, Kelakuan Kerja Selamat
ACKNOWLEDGEMENT

Praise be to Allah S.W.T., for blessing the author with good health and perseverance throughout completing this assignment.

The author wishes to acknowledge and express sincere appreciation and gratitude to his supervisor, Assoc. Prof. Dr Chandrakantan s/o Subramaniam for his excellent supervision, constructive advises, kind assistance and consideration, guidance as well as encouragement until the completion of this challenging tasks.

The author also indebted to the Director of DOSH Negeri Sembilan, Tn Hj Ahmad Kahar Abu Bakar for his extraordinary support in ensuring the success of this research. Not to forget to the SME manufacturing workers and managements in Negeri Sembilan who involved directly with this research. Without their cooperation and support, this research could not be materialised.

A special note of heartfelt thanks is also directed to Mdm Norizan Azizan and Dr Hasimah Sapiri, the UUM lecturers; also for their kind assistance and advises regarding this research.

The author also wishes to express sincere gratitude and affection to his mother (Aziah), father (Zulkifly), wife (Jazzurina), siblings (Syairazi & Suhaila) and children (Syifa & Sofia) for their sacrifices, prayers, patients and encouragements, as well as moral and material supports throughout finishing the course.
## CONTENTS

<table>
<thead>
<tr>
<th>TITLE</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISCLAIMER</td>
<td>i</td>
</tr>
<tr>
<td>PERMISSION TO USE</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>v</td>
</tr>
<tr>
<td>CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF TABLE</td>
<td>x</td>
</tr>
<tr>
<td>LIST OF FIGURES AND</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF DIAGRAMS</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xiii</td>
</tr>
<tr>
<td>CHAPTER 1 INTRODUCTION</td>
<td></td>
</tr>
<tr>
<td>1.1 Background of the study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Problem Statement</td>
<td>5</td>
</tr>
<tr>
<td>1.3 Research Questions</td>
<td>7</td>
</tr>
<tr>
<td>1.4 Research Objectives</td>
<td>8</td>
</tr>
<tr>
<td>1.5 Scope of the study</td>
<td>9</td>
</tr>
<tr>
<td>1.6 Significance of Study</td>
<td>12</td>
</tr>
<tr>
<td>1.5 Organisation of the Thesis</td>
<td>13</td>
</tr>
</tbody>
</table>
# CHAPTER 2 LITERATURE REVIEW

2.0 Introduction 14

2.1 Occupational Safety and Health Development in Malaysia 15

2.1.1 Occupational Safety and Health Legislation in Malaysia 16

2.1.2 Industrial Accident Statistics in Malaysia 17

2.1.3 Occupational Safety and Health Newly Emerging Issue in Malaysia 19

2.2 Occupational Safety and Health in SMEs 20

2.3 Occupational Safety and Health in Manufacturing Sector 25

2.4 The Measure of Safety Performance 28

2.5 Empirical Studies on Safety Behaviour 30

2.6 Leadership 31

2.7 Leadership and Behaviour 32

2.8 Safety Leadership and Safety Behaviour 33

2.9 Safety Leadership Dimensions and Safety Behaviour 36

2.10 Summary 43
## CHAPTER 3 METHODOLOGY

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0</td>
<td>Introduction</td>
<td>44</td>
</tr>
<tr>
<td>3.1</td>
<td>Research Framework</td>
<td>44</td>
</tr>
<tr>
<td>3.2</td>
<td>Conceptual Definition</td>
<td>45</td>
</tr>
<tr>
<td>3.3</td>
<td>Hypotheses Development</td>
<td>47</td>
</tr>
<tr>
<td>3.4</td>
<td>Research Approach and Design</td>
<td>48</td>
</tr>
<tr>
<td>3.5</td>
<td>Data Collecting Technique</td>
<td>48</td>
</tr>
<tr>
<td>3.5.1</td>
<td>Research Instrument</td>
<td>49</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Pilot Study</td>
<td>51</td>
</tr>
<tr>
<td>3.5.3</td>
<td>Population and Sampling Design</td>
<td>53</td>
</tr>
<tr>
<td>3.5.4</td>
<td>Data Collecting Procedure</td>
<td>54</td>
</tr>
<tr>
<td>3.6</td>
<td>Technique of Data Analysis</td>
<td>54</td>
</tr>
<tr>
<td>3.7</td>
<td>Summary</td>
<td>57</td>
</tr>
</tbody>
</table>

## CHAPTER 4 FINDINGS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0</td>
<td>Introduction</td>
<td>58</td>
</tr>
<tr>
<td>4.1</td>
<td>Rate of Response</td>
<td>58</td>
</tr>
<tr>
<td>4.2</td>
<td>Respondents’ Demographic Background</td>
<td>59</td>
</tr>
<tr>
<td>4.3</td>
<td>Reliability Analysis</td>
<td>60</td>
</tr>
<tr>
<td>4.4</td>
<td>Descriptive Analysis of Variables</td>
<td>62</td>
</tr>
<tr>
<td>4.5</td>
<td>Correlation Analysis</td>
<td>63</td>
</tr>
<tr>
<td>4.6</td>
<td>Multiple Regression Analysis</td>
<td>64</td>
</tr>
<tr>
<td>4.6.1</td>
<td>Independent Variables and Safety Compliance</td>
<td>64</td>
</tr>
<tr>
<td>4.6.2</td>
<td>Independent Variables and Safety Participation</td>
<td>66</td>
</tr>
<tr>
<td>4.7</td>
<td>Summary</td>
<td>67</td>
</tr>
</tbody>
</table>
CHAPTER 5 DISCUSSIONS AND RECOMMENDATIONS

5.1 Introduction 68
5.2 Discussion 69
  5.2.1 The Level of Safety Behaviour among SME Employees 69
  5.2.2 The relationship between safety leadership and safety behaviour 71

5.3 Implication 75
  5.2.1 Theoretical implication 75
  5.2.2 Managerial implication 76

5.4 Suggestion for future research 79

5.5 Conclusion 80

REFERENCES 81

APPENDIX A 99
APPENDIX B 101
APPENDIX C 103
APPENDIX D 104
APPENDIX E 105
APPENDIX F 107
APPENDIX G 109
LIST OF TABLES

Table 2.1  SME Definition.
Table 3.1  Items of the independent Variables
Table 3.2  Items of the dependent Variables
Table 3.3  Reliability Coefficients of Questionnaire Items
Table 3.4  Cronbach’s Alpha Measures
Table 3.5  The strength of relationships between the dependent and independent variables
Table 3.6  Multiple Regression Analysis Criteria
Table 4.1  Rate of Response
Table 4.2  Demographic Background of the Respondents
Table 4.3  Reliability of Test Result.
Table 4.4  Descriptive Statistics
Table 4.5  Correlation Analysis
Table 4.6  Model Summary A
Table 4.7  Beta Coefficients A
Table 4.8  Model Summary B
Table 4.9  Beta Coefficients B
LIST OF FIGURES

Figure 2.1  *Industrial Accident Rate*
LIST OF DIAGRAM

Diagram 3.1 *Research Framework*
LIST OF ABBREVIATIONS

DOSH  Department of Occupational Safety and Health
FMA    Factories and Machinery Act
GDP    Gross Domestic Product
KLIA   KL International Airport
NIOSH  National Institute of Occupational Safety and Health
OSH    Occupational Safety and Health
OSHA   Occupational Safety and Health Act
OSHMP 15 Occupational Safety and Health Master Plan 2010-2015
SMEs   Small Medium Enterprises
SME Corp Small Medium Enterprises Corporation
SOCSEO Social Security Organisation
CHAPTER I

INTRODUCTION

1.1 Background of Study

Study on human safety behaviour as the main predictor of occupational accident started as early as 1940s where Heinrich (1941) concluded that 88% of the industrial accidents are caused by unsafe behavior whilst. Based on Heinrich Theory, human factor is the important to be investigated because it contributed the most to the occurrence of workplace accidents. Then, Bowander (1987) concluded that workplace accident contributing factors are namely engineering factor, technological factor, system failure factor and also human safety behavioural factor. After that, Gyekye (2010) found that safety behaviour of the workers (unsafe act) is the main fundamentals which cause occupational accident besides working environment (unsafe condition). Besides above mentioned literatures, various efforts have been made by previous researchers to understand and identify problems related to safety behaviour among employees from different sectors such as construction, oil and gas industry, food industry, manufacturing and so forth (DePasquale & Geller, 1999; Langford, Rowlinson, & Sawacha, 2000; Medina, McSween, Rost, & Alvero, 2009; Rundmo, Hestad, & Ulleberg, 1998; Tucker & Turner, 2011) as it is believed that the identification of the main contributors to safety behaviour could lead to the prevention of industrial accidents.

In Malaysia, the number of occupational accidents reported to Social Security Organisation (SOCSO) is 57,639 cases for 2010. The industrial accident recorded 35,603 cases while the remaining cases falls under the category of commuting accident (SOCSO, 2011). While in 2011, the number has increased to 59,897 cases, with 35,088 of industrial
The contents of the thesis is for internal user only
REFERENCES


Pandya, V.M. (2012). Comparative analysis of development of SMEs in developed and developing countries: The 2012 International Conference on Business and Management


Pengusaha IKS Perlu Jawatankuasa KKP (2013, July 11). Harian Metro, p. 40


