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THE EFFECT OF LEADERSHIP STYLE ON SAFETY BEHAVIOUR:
A STUDY ON THE PERCEPTION OF GENERATION X AND GENERATION Y IN MALAYSIA ARMY

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Supervised By
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Research Project Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the Master of Sciences
(Occupational Safety and Health Management)
Saya, mengaku bertandatangan, memperakukan bahawa (I, the undersigned, certified that)

MUHAMMAD HEEZER BIN ABDUL RAHIM (819230)

Calon untuk ijazah Sarjana (candidate for the degree of)
MASTER OF OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

telah mengemukakan kertas kerja projek yang bertajuk (has presented his/her project paper of the following title)

THE EFFECT OF LEADERSHIP STYLE ON SAFETY BEHAVIOUR: A STUDY ON THE PERCEPTION OF GENERATION X AND GENERATION Y IN MALAYSIA ARMY

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek (as it appears in the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan (that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper)

Nama Penyelia : MADAM NORIZAN BINTI HJ AZIZAN
(Name of Supervisor)

Tandatangan : 
(Signature)

Tanggal : 16 AUGUST 2018
(Date)
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ABSTRACT

Much attention has been focused on workers’ perception of workplace safety. However, relatively limited studies focus on Malaysian Armed Forces particularly the Malaysia Army. Effective leadership derives organization members to achieve a common purpose in safety behaviour. Leaders must influence followers to work together to achieve one mission. This research will explore the different generations that exist in the workplace today in the military organization. In this research, independent variables such as transactional, transformational, and situational leadership being discussed to determine their correlation or significant relationship with safety behaviour among generation X and generation Y. There are total of 250 sets of questionnaire had been distributed Malaysian Army and total number of 215 sets had been collected among soldiers in 31st Royal Artillery Regiment, based in Kem Tun Ibrahim, Kajang, Selangor. The Cronbach Alpha were used to measure the internal consistency of the questionnaire. The questionnaire was constructed and modified based on Leadership Style and Work Safety Scale (WSS) Hayes et al. (1988) on the objective of the study. Some statistical analysis had been used to test the objective of the study such as Multiple Regression Analysis. The frequency of descriptive statistics, such as mean, frequency, and standard deviation were used to analyze the relationship (transactional, transformational, and situational) affecting the safety behaviour among generation X and generation Y in Malaysian Army. Furthermore, the inferential statistics, Pearson Correlation Analysis had been used at a significant level of 0.05 to determine the relationship between strengths between transactional, transformational, and situational leadership towards safety behaviour. Based from the findings, all independent variable have significant relationship (transactional, transformational, and situational) or correlation with dependent variable (safety behaviour) among generation X and generation Y in Malaysian Army. Furthermore, recognizing different generations will assist leaders at every level in leading their people. Therefore, capitalize on their strengths and skills for mission effectiveness and accomplishment in safety behaviour in military organization.
ABSTRAK

ACKNOWLEDGEMENTS

In the Name Of Allah Most Gracious Most Merciful

Foremost, I am humbly performing the highest gratitude to Allah S.W.T for His blessed due He allowed me complete this study. Alhamdulillah, this assignment had been completed at the right time as requested.

I would like to commend and convey my appreciation to mostly College of Business, Universiti Utara Malaysia lecturers and supervisors for their great contribution of time and assistance. At this opportunity I would like to also put on record my special, most humble, and indefinite appreciation to Mdm Norizan binti Hj Azizan for without her continuous support and patience, this project paper and research would not be materialized. To all my colleagues and partners, thanks a lot for all the encouragements and support given to me in my dire straits. Not to forget, this acknowledgement is again to the respondents particularly from 31st Royal Artillery Regiment, Kem Tun Ibrahim, Kajang. Without whom this research would not have been possible in the first place.

Finally, but by no means least, I would like to extend my thankfulness to my family, wife and children for their unconditional support and love. The completion of this study would have been not possible if not dependent on the steadfast support and encouragement from them. May Allah s.w.t bless you all. Wassalam.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>JRP</td>
<td>Department of Record and Pension</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedures</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package For Social Science</td>
</tr>
<tr>
<td>OHS</td>
<td>Occupational Safety and Health</td>
</tr>
<tr>
<td>UUM</td>
<td>Universiti Utara Malaysia</td>
</tr>
</tbody>
</table>
CHAPTER ONE
INTRODUCTION

1.1 Introduction

This chapter presents the overview of the research that will be studied, background of the study, the problem statement, research objectives and research questions for this research. The significance of the studies as well as the outline of this thesis will also be explained.

1.2 Background of the Study

Safety has often been treated as a regulatory requirement rather than a part of the work or system. For example, the Malaysian Army organization has been known to be a hazardous profession. This is due to the nature especially when soldiers operate and use deadly weapon systems or conduct operations in favorable situation regardless of terrain, weather and conditions. The Armed Forces has been an exceptional to Occupational Safety and Health Act 1994 (Act 514). The mainstreaming of safety in the Malaysian Army recognizes that safety behavior can only be achieved when every commander, every leader, operator and army personnel understands their role to contribute to the planning and conduct of safe activities (Syed Aziz, 2012).

Basically, the safety behavior of army personnel was highly influenced by various aspects such as job safety, safety programs, co-worker safety, supervisor safety and management safety practices and held within the organization (Syed Aziz, 2012).
The contents of the thesis is for internal user only
REFERENCES


Clinebell, S., Škudienė, V., Trijonytė, R., & Reardon, J. (2013). Impact of leadership styles on employee organizational commitment. Journal of Service Science (JSS), 6(1), 139-152.


for Leadership Studies Pres


Dear Respondents,

I am conducting a survey based on my research entitled:

THE EFFECT OF LEADERSHIP STYLE ON SAFETY BEHAVIOUR:
A STUDY ON THE PERCEPTION OF GENERATION X AND
GENERATION Y IN MALAYSIA ARMY

This study is carried out as a partial fulfillment of my master program. Your responses will be kept strictly confidential and will be used for academic purposes only. Please take your time to answer all questions. Your cooperation, honesty and time consideration is highly appreciated. Thank you.

Responden yang dihormati,

Saya menjalankan kajian berdasarkan tajuk penyelidikan saya:

KESAN GAYA KEPIMPINAN KE ATAS TINGKAHLAKU KESELAMATAN:
SATU KAJIAN MENGENAI PERSEPSI GENERASI X DAN GENERASI Y
DALAM TENTERA DARAT MALAYSIA


MASTER OF SCIENCE
(OCCUPTIONAL SAFETY AND HEALTH MANAGEMENT)
COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA
(KUALA LUMPUR)
SECTION A: DEMOGRAPHIC OF RESPONDENT

Please put a tick in the box next to the answer of your choice.

1. Gender
   - Male
   - Female

2. Age
   - 38 – 41 years old
   - 42 – 45 years old
   - 46 – 49 years old
   - 22 – 25 years old
   - 26 – 29 years old
   - 30 – 33 years old
   - 34 – 37 years old

3. Race
   - Malay
   - Chinese
   - Indian
   - Others

4. Marital Status
   - Single
   - Married
   - Divorced

5. Monthly Income
   - Below RM1,999
   - RM2,000 – RM2,499
   - RM2,500 – RM2,999
   - RM3,000 – RM3,499
   - Above RM3,500

6. How far your residence from your work place?
   - Below 5 kilometers
   - 6 – 10 kilometers
   - 11 – 15 kilometers
   - 16 – 20 kilometers
   - Above 21 kilometers

7. Your position/rank in the organization?
   - Warrant Officer
   - Staff Sergeant
   - Sergeant
   - Corporal
   - Lans Corporal
   - No Rank Holder
# SECTION B: SAFETY BEHAVIOUR

The following set of statements regarding safety behavior in your workplace. Based on your opinion, please circle the number that best reflects your opinion about the statement.

* Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>Level of safety behavior with this item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I participate in most of the safety activities such as incident investigations, review of procedures, health and safety meeting.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>2.</td>
<td>I personally felt empowered to stop a person when doing something not safe.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>3.</td>
<td>I think the company is doing well in terms of safety performance.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>4.</td>
<td>I am satisfied with the company's safety performance.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>5.</td>
<td>I have not been injured in the past 12 months.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>6.</td>
<td>I overlook safety procedures in order to get job done more quickly.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>7.</td>
<td>I follow all safety procedures regardless of the situation I am in.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>8.</td>
<td>I handle all situations as if there is a possibility of having an accident</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>9.</td>
<td>I wear safety equipment required by practice.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>10.</td>
<td>I keep my work area clean.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>11.</td>
<td>I encourage co-workers to be safe</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>12.</td>
<td>I keep my work equipment in safe working condition</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>13.</td>
<td>I take shortcuts to safe working behaviours in order to get the job done faster</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>14.</td>
<td>I do not follow safety rules that I think are unnecessary</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>
15. I report safety problems to my supervisor when I see safety problem

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>I correct safety problems to ensure accidents will not occur</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**SECTION C: TRANSACTIONAL LEADERSHIP**

The following set of statement regarding to Transactional leadership. Based on your opinion, please circle the number that best reflects your opinion about the statement.

* Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I know the company's safety objectives.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>My manager sets high standard for safety.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>My manager recognizes positive safety behaviour and rewards accordingly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>My manager emphasizes the need to adhere to safety policies and procedures.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>My manager avoids making decisions when there are safety concerns.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>My manager takes pro-actives actions to prevent accidents from happening.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION D: TRANSFORMATION LEADERSHIP

The following set of statement regarding to Transformational leadership. Based on your opinion, please circle the number that best reflects your opinion about the statement.

* Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>* Level of safety behavior with this item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>My manager places a high values and belief in safety.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>2.</td>
<td>My manager gets involved in resolving safety issues and concerns.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>3.</td>
<td>My manager leads by examples.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>4.</td>
<td>My manager is positive about the company’s safety performance.</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>5.</td>
<td>My manager is honest and trustworthy.</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>
## SECTION F: SITUATIONAL LEADERSHIP

The following set of statement regarding Situational leadership. Based on your opinion, please circle the number that best reflects your opinion about the statement.

*Notes: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree*

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>* Level of safety behavior with this item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>All employees in my work area are effective.</td>
<td>1  2  3  4</td>
</tr>
<tr>
<td>2.</td>
<td>All employees in my work makes little mistake.</td>
<td>1  2  3  4</td>
</tr>
<tr>
<td>3.</td>
<td>All employees in my work delivers work of high quality.</td>
<td>1  2  3  4</td>
</tr>
<tr>
<td>4.</td>
<td>All employees in my work consistently a high performance team.</td>
<td>1  2  3  4</td>
</tr>
<tr>
<td>5.</td>
<td>In this unit, it is easy to speak up about what is on our mind.</td>
<td>1  2  3  4</td>
</tr>
</tbody>
</table>

**NOTE. THIS QUESTIONNAIRE WILL BE USED DUAL LANGUAGE.**

Thank you for your time, opinion and comments.

~ The End ~