

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**FACTORS INFLUENCING SAFETY BEHAVIOUR AMONG
OFFICERS IN THE ROYAL MALAY REGIMENT**



MUHAMMAD NIZAR BIN ZAABA

**MASTER OF SCIENCE
(OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT)
UNIVERSITI UTARA MALAYSIA
AUGUST 2023**

**FACTORS INFLUENCING SAFETY BEHAVIOUR AMONG OFFICERS IN
THE ROYAL MALAY REGIMENT**

BY

MUHAMMAD NIZAR BIN ZAABA



UUM
Universiti Utara Malaysia

**Thesis Submitted to
College of Business,
Universiti Utara Malaysia,
in Fulfilment of the Requirement for the Master of Science
(Occupational Safety And Health Management)**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

MUHAMMAD NIZAR BIN ZAABA (828231)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**FACTORS INFLUENCING SAFETY BEHAVIOUR AMONG OFFICERS
IN THE ROYAL MALAY REGIMENT**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia
(Name of Supervisor)

: **PROF. MADYA DR. ZURAIDA BT. HASSAN**

Tandatangan
(Signature)

:

Tarikh
(Date)

:

2 OGOS 2023

Permission to Use

In presenting this thesis in fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of Graduate School of Business, College of Business where I did my project paper. It is understood that any copying or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me or to UUM, in any scholarly use which may be made of any material in my project paper.

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



Abstrak

Anggota Tentera Darat Malaysia (TDM) dari Angkatan Tentera Malaysia (ATM) menerima sejumlah besar maklumat dan latihan dalam pelbagai aspek peperangan dan strategi. Tujuan umum kajian ini adalah untuk mengenal pasti faktor-faktor yang mempengaruhi Tingkah Laku Keselamatan di kalangan Pegawai Rejimen Askar Melayu Diraja (RAMD). Kajian ini mengumpul data secara rawak daripada 565 Pegawai RAMD di Malaysia, yang terdiri daripada pangkat Mejar (Mej) hingga Kapten (Kapt) / Leftenan (Lt) / Leftenan Muda (LtM). Saiz sampel untuk kajian ini dianggarkan menggunakan Krejcie dan Morgan (1970), oleh itu, sampel yang diambil adalah 234 responden. Penyelidik menjalankan kaji selidik dalam talian dengan mengedarkan pautan soal selidik kepada semua pegawai dan difasilitasi oleh 26 Ajudan dari semua pasukan RAMD semasa. Oleh itu, seramai 179 responden atau 76.4 peratus telah menjawab soal selidik dan berjaya dikumpulkan dalam tempoh hampir satu bulan. Penyelidik menganalisis data yang dikumpul menggunakan Statistical Package for Social Science (SPSS) versi 26 dan untuk data analisis, penyelidik memilih untuk menggunakan statistik deskriptif dan statistik inferens. Skor Min bagi tingkah laku keselamatan di kalangan Pegawai RAMD ialah 3.74, ditafsirkan sebagai tahap tingkah laku keselamatan di kalangan Pegawai RAMD sebagai sederhana tinggi. Menurut analisis Regresi Pelbagai, terdapat hubungan yang signifikan dan positif antara komunikasi keselamatan dan maklum balas, dan tingkah laku keselamatan ($\beta = 0.505$, $t = 5.349$, $p < 0.000$). Sementara itu, tidak ada hubungan yang signifikan antara komitmen pengurusan ($\beta = -0.037$, $t = 0.377$, $p < 0.706$), latihan keselamatan ($\beta = 0.027$, $t = 0.334$, $p < 0.739$), kepimpinan keselamatan ($\beta = -0.113$, $t = -1.266$, $p < 0.207$) dan tingkah laku keselamatan. Kajian tingkah laku keselamatan Pegawai RMR menekankan kepentingan komunikasi dan maklum balas keselamatan kerana pegawai RMR menerima sokongan daripada pihak pengurusan, dan menunjukkan kewaspadaan terhadap tingkah laku keselamatan yang berpotensi.

Kata kunci: Komitmen Pengurusan; Latihan Keselamatan; komunikasi keselamatan dan maklum balas; Kepimpinan Keselamatan; Kelakuan Keselamatan

Abstract

Malaysian Army (MA) military personnel from Malaysian Armed Forces (MAF) receive a substantial amount of information and instruction in various aspects of warfare and strategy. The general objective of this study is to identify the factors influencing Safety behaviour among Royal Malay Regiment (RMR) Officers. This study collected data randomly from 565 officers in Malaysia, ranging in rank from Major (Maj) to Captain (Capt) / Lieutenant (Lt) / 2nd Lieutenant (2nd Lt). The sample size for this study was estimated using Krejcie and Morgan (1970), therefore, the sample taken is 234. The researcher administered an online survey by distributing a questionnaire link to all officers and facilitated by 26 Adjutants from all the present 26 units of RMR. Therefore, a total of 179 respondents or 76.4 percent have answered the questionnaire and managed to be collected almost one months. The researcher analysed the collected data using the Statistical Package for Social Science (SPSS) version 26 and for analysis data, the researcher chooses to use descriptive statistics and inferential statistics. The mean score for safety behaviour among the RMR Officers is 3.74, interpreted as the level of safety behaviour among the RMR Officer's presence as moderately high. According to Multiple Regression analysis, there is a significant and positive relationship between Safety communication and feedback, and safety behaviour ($\beta = 0.505$, $t = 5.349$, $p < 0.000$). Meanwhile, there is no significant relationship between management commitment ($\beta = -0.037$, $t = 0.377$, $p < 0.706$), safety training ($\beta = 0.027$, $t = 0.334$, $p < 0.739$), safety leadership ($\beta = -0.113$, $t = -1.266$, $p < 0.207$) and safety behaviour. The study of RMR Officers' safety behaviors emphasizes the importance of safety communication and feedback, as the RMR officers receive support from management, and demonstrating vigilance towards potential safety behaviour.

Keywords: Management Commitment; Safety Training; Safety Communication and Feedback; Safety Leadership; Safety Behavior

Acknowledgement

Alhamdulillah, to the All Mighty Allah, this research paper has been completed at the right time as requested. These project paper present main findings of selected primary statistical surveys conducted by me which are of direct interest to a cross section of the Royal Malay Regiment (RMR) Officers. This brief features the main findings of the Factors Influencing Safety Behaviour Among Officers in The RMR. This research paper was undertaken to produce an academic level study which would lay the foundation for deeper examination of specific issues relating to the safety performances. It is not intended to provide answers, although some emerge.

I would like to commend and convey my appreciation to mostly College of Business, Universiti Utara Malaysia (UUM) lecturers and supervisors for their great contribution of time and assistance along my journey in this Master of Science program. At this opportunity I would like to also put on record my special, most humble, and indefinite appreciation to Prof. Dr. Zuraida binti Hassan. Without her continuous support and patience, this research paper would not be materialized. Not to forget, I would like to also extend my thankfulness to my family, my wife and daughter for their unconditional support and love. To my colleagues and partners, thanks a lot for all the encouragements and support given to me in my dire straits.

Last but not least, this acknowledgement is again to the respondents particularly from all the officers from the 26 RMR Battalions in whole Malaysia. Without whom this research would not have been possible in the first place. May Allah s.w.t bless you all.

Table of Contents

Permission to Use	i
Abstrak	ii
Abstract	iii
Acknowledgement	iv
Table of Contents	v
List of Tables	viii
List of Figures	x
List of Abbreviations	xiii
1 CHAPTER ONE INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Problem	1
1.3 Problem Statement	8
1.4 Research Objectives	16
1.5 Research Questions	16
1.6 Significance of the Study	16
1.6.1 Methodology	16
1.6.2 Theoretical	16
1.6.3 Practical	17
1.7 Definition of Key Terms	18
1.7.1 Management Commitment	18
1.7.2 Safety Training	18
1.7.3 Safety Communication and Feedback	19
1.7.4 Safety Leadership	19
1.7.5 Safety Behavior	19
1.7.6 Officers in the RMR	20
1.8 Conclusion	20
2 CHAPTER TWO LITERATURE REVIEW	21
2.1 Introduction	21
2.2 Safety Behaviour	21
2.2.1 Safety Behaviour in Workplace	23
2.2.2 Behavioural Theory	26
2.3 Factors That Influence Safety Behaviour	29
2.3.1 Management Commitment	30
2.3.2 Safety Training	31
2.3.3 Safety Communication and Feedback	32
2.3.4 Safety Leadership	34

2.4	The Relationship between the Factors (Management Commitment, Safety Training, Safety Communication & Feedback, and Safety Leadership) with Safety Behaviour	36
2.4.1	Management Commitment and Safety Behaviour	36
2.4.2	Safety Training and Safety Behaviour	37
2.4.3	Safety Communication and Feedback, and Safety Behaviour	38
2.4.4	Safety Leadership and Safety Behaviour	39
2.5	Research Framework	42
2.6	Hypothesis	47
3	CHAPTER THREE RESEARCH METHODOLOGY	48
3.1	Introduction	48
3.2	Research Design	48
3.3	Population	49
3.4	Sample Size	51
3.5	Sampling Technique	52
3.6	Unit of Analysis	53
3.7	Time Horizon	55
3.8	Research Instrument	55
3.9	Pilot Test	58
3.10	Normality Test	59
3.11	Data Collection Method	59
3.12	Data Analysis	60
3.12.1	Descriptive Analysis of Variable	62
3.12.2	Score Mean Interpretation	62
3.12.3	Pearson Correlation Interpretation	62
3.12.4	One-way ANOVA	63
3.12.5	Multiple Regression	63
3.13	Conclusion	65
4	CHAPTER FOUR DATA ANALYSIS AND FINDINGS	66
4.1	Introduction	66
4.2	Response Rate	66
4.3	Respondent Profile	67
4.4	Reliability Test	69
4.5	Normality Test	70
4.6	The Level of Safety Behaviour among the RMR Officers	73
4.6.1	Frequency and Percentage Analysis	73
4.6.2	Descriptive Analysis	75
4.7	Factors (Management Commitment, Safety Training, Safety Communication & Feedback, and Safety Leadership) that Influence Safety Behaviour among the RMR Officers	76
4.7.1	Pearson Correlation	76
4.7.2	The One-Way ANOVA	77
4.7.3	Multiple Regression	78
4.7.3.1	Model Summary	78
4.7.3.2	ANOVA	79
4.7.3.3	Coefficient	80
4.7.4	Summary of Hypothesis Testing	81

4.8	Conclusion	82
5	CHAPTER FIVE DISCUSSION AND CONCLUSION	83
5.1	Introduction	83
5.2	Discussion on Finding	83
5.2.1	To identify the level of safety behavior among the RMR Officers	83
5.2.2	To Identify Factors (Management Commitment, Safety Training, Safety Communication & Feedback, and Safety Leadership) that Influence Safety Behavior among the RMR Officers	85
5.3	Implications and Recommendation	88
5.4	Limitations of the study	90
5.5	Recommendation for Future Researcher	91
5.6	Conclusion	92
6	REFERENCES	95
7	APPENDICES	106
	APPENDIX A – Research Questionnaire	106
	APPENDIX B – SPSS OUTPUT	114
	APPENDIX C – Letter Of Approval Using Malaysian Army Accident Statistical Data	173



UUM
Universiti Utara Malaysia

List of Tables

Table 1.1 <i>Occupational Accident Statistic by State from DOSH Malaysia</i>	209
Table 1.2 <i>Occupational Accident Statistic by Sector from DOSH Malaysia</i>	19
Table 1.3 Malaysian Army Accident Statistic from 2018 to June 2022.....	20
Table 3.1 Unit, Location and Total of Population for the RMR Officers.....	62
Table 3.2 Krejcie and Morgan (1970) population and sample study.....	64
Table 3.3 Rank and designation in the RMR.....	65
Table 3.4 Likert-scale.....	67
Table 3.5 Item Measurement.....	71
Table 3.6 Cronbach's Alpha Reliability of Pilot Test Results.....	74
Table 3.7 Interpretation of Mean Score.....	75
Table 4.1 Return Rate.....	78
Table 4.2 Respondent Profile.....	79
Table 4.3 Cronbach's Alpha Reliability.....	81
Table 4.4 Normality Test.....	82
Table 4.5 Frequency and Percentage Analysis for Safety Behaviour.....	85
Table 4.6 Analysis Mean, Standard Deviation and Variance.....	87
Table 4.7 Pearson Correlation.....	89
Table 4.8 The One-Way ANOVA Result.....	90
Table 4.9 Model Summary.....	91
Table 4.10 ANOVA Analysis.....	91

Table 4.11 Coefficient Analysis.....	92
Table 4.12 Summary of Hypothesis.....	93



List of Figures

Figure 2.1 <i>Research Framework</i>	54
Figure 3.1 <i>Research Design</i>	60
Figure 3.2 <i>Data Analysis Procedure</i>	73
Figure 4.1 <i>Normal Q-Q Plot of Management Commitment</i>	83
Figure 4.2 <i>Normal Q-Q Plot of Safety Training</i>	83
Figure 4.3 <i>Normal Q-Q Plot of Safety Communication and Feedback</i>	84
Figure 4.4 <i>Normal Q-Q Plot of Safety Leadership</i>	84
Figure 4.5 <i>Normal Q-Q Plot of Safety Behaviour</i>	84



List of Abbreviations

2nd Lt	2nd Lieutenant
ANOVA	Analysis of Variance
ATM	Angkatan Tentera Malaysia
Capt	Captain
DOSH	Department of Occupational Safety and Health Malaysia
DV	Dependent Variable
HIV	Human Immunodeficiency Virus
IV	Independent Variable
Lt	Lieutenant
Lt Col	Lieutenant Colonel
MAF	Malaysian Armed Forces
MA	Malaysian Army
Maj	Major
MDIC	Malaysian Defence Industry Council
OSHA	Occupational Safety and Health Administration
RAMD	Rejimen Askar Melayu Diraja
RDF	Rapid Deployment Force
RMR	Royal Malay Regiment
SOCISO	Malaysian Social Security Organization
SPSS	Statistical Package for Social Science
TDM	Tentera Darat Malaysia



UUM
Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

In this chapter, the researcher drive to deliberate on the statement of the problem, the research objectives, the research questions, the importance of the research, as well as the definition of the term study.

1.2 Background of the Problem

In stressful circumstances, we engage in safety behaviours as a means of preventing our worries from materializing and of achieving a greater sense of calm and composure. Doubt we are under the impression that something will fail, we will most likely experience nervous feelings and the urge to run away (Syah, et al., 2021). Even though safety has significantly improved, mistakes in the planning, carrying out, and managing of safety initiatives still result in serious accidents. It can also accomplish this by using the best strategies and tactics for accomplishing these goals. The best work environments have experienced workers, duties that are tailored to each employee's abilities, advances in health and safety, and a better run, more efficient expert. Therefore, this study is to identify the factors influencing Safety Behaviour among the Royal Malay Regiment (RMR) Officers.

The RMR is one of the three infantry regiments that structure the Malaysian Army. Its members come from the Malay ethnic group. Within the Malaysian Armed Forces (MAF), the regiment holds the position of being the main frontline force. The RMR was established in 1933 by a British Officer and twenty-five Malay recruits under his command. The unit began as a relatively modest force, but by 1939 it had expanded to

become the 1st Battalion of the RMR (Syed Omar S.O., 2005). Currently, the RMR consisted of 27 different battalions (later one battalion has been dissolved). The RMR is comprised of a total of 26 different battalions. One battalion act as the Ceremonial Battalion carries out ceremonial tasks, three Parachute Battalions of the RMR are currently serving in the Malaysian Army Rapid Deployment Force (Malaysian Army RDF), another three battalion carry out as Mechanized Infantry Battalions and balance of 19 battalions as Battalion Infantry Standard (BIS). The role of this RMR infantry units is to seek out and close with the enemy, to kill or capture him, to seize and hold ground and to repel attack by day or night, regardless of season, weather or terrain. During the peace time, this RMR infantry units always conduct the trainings for war.

The Malaysian Army (MA) accountable for preserving public order and safety, where the military plays an essential part in the process of ensuring the nation's continued safety and security (Zainol et al., 2019). As a nation's national defence policies shift and are reformed, that nation will require a military force that is both smaller and of higher quality in order to carry out military tasks in a manner that is both precise and secure (Zainol et al., 2019). Under these conditions, it is presumed that officers have a greater level of familiarity with the various safety procedures. The individuals who comprise an armed group are typically convoluted and complicated, necessitating the presence of capable leadership in order to guide them in the right direction. To this culmination, military organizations need to make safety management a top priority.

According to Wei & Kuo, (2023), the only way for military members to develop the clear and accurate risk perspectives necessary for safely carrying out their duties is if military officials provide strong safety leadership. In addition, the philosophy of an organization as a whole is a reflection of the values that are at play in each and every

event. For example, if safety is highly valued by an organization, then it will come naturally to its soldiers to adhere to all safety procedures and regulations, regardless of how large or small the task at hand may be. The military determination often give its different units both high-tech equipment and the tools they need to make it themselves. For personnel to use these systems in a way that improves their battle readiness and combat strength, they need to have a firm grasp on safety standards and working protocols, as well as specific knowledge and expertise. This is needed for them to be able to run these systems in a way that helps. As part of their regular training, people who join the military often get the chance to practice handling guns and other types of heavy weapons, without be in situated careful, military could hurt themselves badly or even die (Wei & Kuo, 2023).

According to Hadikusumo et al., (2017), when determining the value of a job, several factors are taken into consideration, including the tasks involved, the amount of work to be done, the company culture, the job layout, the scope, and the limits. The unique set of skills and knowledge possessed by each worker, in addition to their outlook, mental state, and risk assessment, are taken into consideration during individual evaluations (Osman et al., 2019a; Ulusoy et al., 2016). The distinctive characteristics can be changed and which cannot. In addition, according to (Tran, 2017), the review of the job design needs to take into account the ways in which the work practices, culture, resources, interactions, leadership, policies, and programs of the organization all have an effect on the behaviour of the employees. Human factors determine who does the work, what they do, and where they do it (Al Adresi & Darun, 2017). Human factors also determine where the work is done, where it is includes who is responsible for carrying out the work (the individual and their skills), what is expected of them (the job and its characteristics), and where the work is carried out (the organization and its attributes). An efficient safety

management system, just like any other risk management program, includes human factor assessments (Guo, 2018; Hao & Nie, 2022). These assessments categorize human failure according to the myriad of causes and factors that influence it, in addition to providing mitigation strategies to reduce the number of failures that occur.

The costs of accidents typically far exceed the costs of taking preventative measures against potential hazards (Bayram et al., 2017). Every single company, every single business owner, every single manager, every single administrator, and every single worker in every single workplace need to have an understanding of the effects that work has on the human body and how human interaction influences the requirements of work. According to Ünal et al., (2021), both human factors and ergonomics are terms that are used to describe the relationship between workers and the tasks that people perform. Human factors consist of organizational, personal, and interpersonal aspects that influence how employees behave, which in turn determines the degree to which a given workplace is safe and healthy (Ghazali et al., 2017). In order to conduct a human factors analysis on a safety incident, we need to take into consideration the individual, the position, and the corporation.

People are capable of exhibiting a broad range of defensive behaviours. When determining whether or not a certain action is risky, the focus should shift from the behaviour itself to the reasons that underlie it. According to Dursun et al., (2022), some of these are things that can be done without the presence of anxiety. For example, a person might wear headphones while riding public transportation, not because they suffer from social anxiety but because they want to listen to music in peace and quiet. This demonstrates that the actual behaviour is not what is essential, rather, what is important is how the behaviour serves a purpose (Dursun et al., 2022).

Significant occurrences often arise due to human error, which can be attributed to operators or maintenance personnel. The errors that have occurred can be attributed to the lack of accountability among senior personnel in the organisation. It is possible that they failed to establish effective competency assurance systems, provide properly designed equipment, or allocate sufficient resources and training. Multiple factors possess the capability to impact the behaviour of individuals throughout an organisation, ultimately leading to the manifestation of human error (Muntasser, 2017; Nkosi et al., 2020). Relying solely on behavioural safety programmes as a replacement for the implementation of comprehensive and effective safety management systems in the workplace is inadequate for addressing safety concerns. In order to promote effective collaboration and ensure proper oversight, it is crucial to prioritise the resolution of technical and systems issues before attributing accidents solely to cultural and behavioural factors. The successful integration of the two aspects can only be achieved after the implementation of these preliminary measures.

As a direct consequence of this, a considerable amount of emphasis has been placed on the level of concern employees have regarding the security of their place of employment. On the other hand, there have only been a limited number of studies that concentrate specifically on the military of Malaysia (Zainol et al., 2019). There are alarmingly high accident rates at this organization, however, these numbers are not disclosed to the general public and are not included in the statistics that are provided by Social Security Organization (SOC SO). Improving the Malaysian Army's organizational culture with regard to occupational health and safety is a challenging endeavor. Despite the existence of adequate safety legislation and regulatory organizations, this is still the case.

According to Table 1.1 reported from the International Policy and Research Development Division of Department of Safety and Health (DOSH) Malaysia, the total reported cases in year 2022 are 6719, with 227 cases of permanent disability, 6306 cases of non-permanent disability, and 186 cases of death. The highest state reported in 2022 is Selangor, with 1301 cases of non-permanent disability, 38 cases of permanent disability, and 29 cases of death. Table 1.2 shows that the occupational accident according to sector in year 2022 reported from the International Policy and Research Development Division of DOSH Malaysia, where the total case reported for year 2022 is 6719 with permanent disability is 227 cases, non-permanent disability is 6306 cases, and death cases are 186 cases. Manufacturing has the most cases reported, with 4514; permanent disabilities are 183; non-permanent disabilities are 4273; and death cases are 58. Meanwhile, Table 1.3 shows the MA accident statistics from 2018 to June 2022. There are nine case accident categories, which consist of death, injury, vehicle accident, loss or damage, fires, HIV, distortion, death of war dogs or horses, abuse, and others. The highest number of accident cases was stated in 2018, with 300 cases.

Table 1.1
Occupational Accident Statistic by State in Malaysia by DOSH Malaysia

OCCUPATIONAL ACCIDENT STATISTICS BY STATE JANUARY TO NOVEMBER 2022 (REPORTED TO DOSH ONLY)				
STATE	NPD	PD	DEATH	TOTAL
JOHOR	1082	59	24	1165
KEDAH	396	3	7	406
KELANTAN	115	4	5	124
MELAKA	362	7	2	371
N SEMBILAN	382	13	6	401
PAHANG	366	9	19	394
PERAK	747	26	20	793
PERLIS	12	0	2	14
PULAU PINANG	695	15	13	723
SABAH	227	22	9	258
SARAWAK	290	26	20	336
SELANGOR	1301	38	29	1368
TERENGGANU	135	3	11	149
WPKL	188	1	19	208
WP LABUAN	8	1	0	9
TOTAL	6306	227	186	6719

LEGEND:
PD - PERMANENT DISABILITY
NPD- NON PERMANENT DISABILITY

Source: International Policy and Research Development Division

Table 1.2
Occupational Accident Statistic by Sector in Malaysia by DOSH Malaysia

OCCUPATIONAL ACCIDENT STATISTICS BY SECTOR JANUARY TO NOVEMBER 2022 (REPORTED TO DOSH ONLY)				
SECTOR	NPD	PD	DEATH	TOTAL
Hotel and Restaurant	118	1	0	119
Utilities (Electricity, Gas, Water and Sanitary Service)	178	2	9	189
Finance, Insurance, Real Estate and Business Services	345	4	24	373
Construction	87	2	59	148
Transport, Storage and Communication	234	4	10	248
Manufacturing	4273	183	58	4514
Wholesale and Retail Trade	114	3	2	119
Public Services and Statutory Authorities	74	3	0	77
Mining and Quarrying	27	2	8	37
Agriculture, Forestry and Fishery	856	23	16	895
TOTAL	6306	227	186	6719

LEGEND:
PD - PERMANENT DISABILITY
NPD- NON PERMANENT DISABILITY

Source: International Policy and Research Development Division

Table 1.3
Malaysian Army Accident Statistic from 2018 to June 2022

BOARD OF INQUIRY STATISTICS IN MALAYSIAN ARMY FROM 2018 TO JUNE 2022					
SOURCE: MALAYSIAN ARMY HQ – HUMAN RESOURCE BRANCH AS AT MAY 2023					
CASE/YEAR	2018	2019	2020	2021	JUNE 2022
Death	29	16	20	23	18
Injury	170	89	101	123	78
Vehicle Accident	43	42	31	27	27
Lost/Damage	31	11	16	23	10
Fires	7	8	9	5	8
HIV	4	16	8	0	3
Distortion	5	6	2	2	2
Death of War Dogs/Horses	1	4	1	2	2
Abuse	2	9	3	3	2
Others	8	11	10	10	5
TOTAL	300	212	201	218	155

1.3 Problem Statement

According to Abdullah & Mohd Zahari, (2023), the Vision 2020 initiative aims to transform Malaysia into a fully industrialized and technologically advanced nation by 2020. Since the 1990s, Malaysia's defence industry has grown significantly, aligning technology transfers and offset programmed with the growth of the Malaysian industry, particularly in the aerospace and defence sectors. The military's emphasis on counterinsurgency operations and modernization of the navy and air force have resulted in increased proficiency and expertise in managing managerial and technical challenges, as well as an abundant workforce that fosters economic growth (Abdullah & Mohd Zahari, 2023). However, this transformation came at a cost, as relying solely on foreign companies for the procurement, maintenance, and servicing of advanced military equipment and materials was no longer economically viable. Collaboration between the government and domestic defence companies was essential to achieving this outcome.

The depreciation of the Malaysian Ringgit in the late 1990s stimulated increased participation in the aerospace and defence industries (Harun et al., 2020). By collaborating with overseas associates or acting as subcontractors, lower labour costs and favourable exchange rates boosted the resulting profit margin. Foreign defence companies seeking to sell their equipment in Malaysia must first support the current state of the Malaysian defence industry (Abdullah & Mohd Zahari, 2023). According to (Harun et al., 2020), the Malaysian Defence Industry Council (MDIC) was established in 1999 to serve as the defence industry's regulatory body and platform. The council's six working groups represent six categories of the defence industry that are strategically significant to the government of Malaysia. Despite being regarded internationally as a fledgling defence industry, Malaysia's defence sector is gradually expanding due to the support of both domestic and international defence industries (Abdullah & Mohd Zahari, 2023; Harun et al., 2020). With continued progress and collaboration, Malaysia's defence sector will continue to play an important role in the country's overall security and stability.

Secure environments help to increase the trust of our military personnel, which in turn allows for more efficient training and mission execution. Behaviour refers to a person's typical pattern of actions and reactions to stimuli are characterized (Syah Zulkifly et al., 2021). The term behaviour is here used in a broad sense to describe how people act in response to various stimuli. Despite its apparent simplicity in definition, this variable proves difficult to study and quantify. Behaviour is defined as a person's observable actions (Osman et al., 2019). This means that one can see the behaviour in action whenever it occurs. It is still too broad and general to be useful in research, but this definition does provide a more precise description of safe behaviour. There has been almost no formal study into the reasons why federal workers, especially those working

on military bases, experience accident rates that are at least double the national average for comparable industries.

The ability of the human race to lessen the impact of potential threats has, as of late, been the focus of an increasing amount of attention in our culture. There has been a disproportionately small amount of focus placed on the individuals and communities that, as part of their jobs, are required to operate in high-pressure and potentially hazardous environments (Osman et al., 2019; Tully et al., 2017). This has resulted in a disproportionately small amount of attention being paid to these individuals and communities. People who serve their country in the armed forces are one example of the kinds of individuals and communities that fall into this category. To ensure that no employee ever suffers from a serious illness or injury that can be avoided at work is one of the primary goals of the Department of Defence, and this goal should be achieved at any cost possible. Therefore, it is of the utmost importance that our people are safeguarded against any potential danger. Because of the inherently risky nature of military operations, it is absolutely necessary for members of the Defence Force to be able to successfully carry out their duties while stationed in dangerous environments.

Nevertheless, the Defence Department always manage risk in order to ensure that all threats to the health and safety of its personnel are removed, or, in the event that some threats cannot be removed entirely, that those threats are managed and reduced to the greatest extent that is reasonably practicable (Abdullah & Mohd Zahari, 2023; Harun et al., 2020). The department always manage risk, regardless of the circumstances. The short-term and long-term responses to these exposures include burnout, compassion fatigue, post-traumatic stress, and post-traumatic stress disorder (Bhui et al., 2016). All of these responses patent themselves as feelings of melancholy, anxiety, tension, and

moral anguish. Burnout is the one that occurs most frequently among these responses. This is a challenge that military face because of the unique situation in which they work.

One needs to have the mental fortitude to persevere through a variety of challenges in order to be able to serve in the armed forces. Some of the challenges they faced included long stretches of time spent away from their homes and loved ones, extensive stretches of time spent in training, frequently insufficient food or shelter, disease, and numerous days spent marching while carrying everything necessary to be a soldier in addition to enough personal items to make his life as comfortable as possible (Schüler, 2019; Schüler & Matuszczyk, 2019; Wei & Kuo, 2023). On the battlefield, there were terrifying moments that broke up the monotony of the extended periods of time spent in camp by providing an exciting change of scenery. In general, it was difficult for those who had previously lived a civilian life to adjust to the demanding and time-consuming requirements of military life. They needed to improve their ability to priorities tasks and their ability to multitask in order to be successful.

It was initially difficult to understand the concept of discipline when one was required to salute an officer who had been the town postmaster just a few short weeks earlier, where, this was especially the case when one took into account the circumstances surrounding the situation (Schüler, 2019; Schüler & Matuszczyk, 2019). Therefore, because of this, having an accurate comprehension of the idea of discipline was exceptionally challenging. The issue was that they did not have a sufficient comprehension of what elements constitute proper discipline. It is a common misconception that members of the armed forces are required to take part in combat if they serve in the armed forces.

Each and every responsibility required attention, and it was essential that it be given. According to Baker et al., (2021), when one was on guard duty, they were required to spend a significant amount of time walking up and down the same queue, regardless of whether it was during the day or the night. Everyone who could remember confirmed that this had always been the case, and there is no reason to believe it should change. Therefore, militaries always be on the lookout, regardless of the time of year or the temperature, for a potential adversary who might be hiding out somewhere in the perilous countryside. A poorly thought out behavioural safety programme could cause unneeded stress for workers (Baker et al., 2021). Because of this, people are less likely to speak up when they observe suspicious behaviour or make mistakes.

On the other hand, the term military discipline is used to describe the conformity and obedience of a military organization's members (Fadli, 2022). This conformity and obedience are characterised by the men's prompt and willing response to orders and their understanding of regulation. The term military discipline can be used interchangeably with discipline (Fadli, 2022). Without discipline, leadership and management within an organisation are meaningless. Militaries bear a disproportionate share of the burden when it comes to ensuring a country's safety, as they are the first line of defence against any potential invaders. In order for militaries to carry out their duty of protecting the nation and its citizens, they must be given a clear understanding of the dangers they face as part of their routine training for battle readiness.

Apart from that, militaries are expected to have a deeper understanding of safety protocols in this setting, and without a nation's armed forces, national security and the safety of its military institutions cannot be guaranteed (Fadli, 2022; Harun et al., 2020). As a consequence of this, the manpower of military organisations is frequently intricate

and complex, which makes efficient leadership essential for effective command. Effective safety leadership from military officials is the only way for subordinates to develop the clear and accurate risk perceptions necessary to carry out tasks safely.

Furthermore, according to Fadli, (2022), the values that underpin each occasion are reflected in the organization's larger culture. For instance, in a company with a strong emphasis on safety culture, employees will see it as second nature to follow all applicable safety procedures whenever possible. Typically, military organisations have access to both cutting-edge technology and their own manufacturing facilities (Harun et al., 2020). In addition to having the necessary knowledge and skills that enhance both combat readiness and combat power, soldiers must pay close attention to safety standards and operating procedures when operating these systems (Fadli, 2022; Harun et al., 2020).. Training in the use of weapons and the administration of various military systems are standard elements of basic military education. If they (military members) do not take precautions, they (military members) could cause accidents that result in injuries and property damage. Therefore, when viewed in this light, the well-being of its members is the military's top priority.

Additionally, individuals' actual actions in the workplace that contribute to a safer environment are referred to as safety behaviours. According to Davis et al., (2015), by approaches to health and safety that place an emphasis on potentially unsafe human behaviour that can lead to accidents are referred to as adopting a behavioural safety mindset. It is frequently referred to as addressing 'unconscious' behaviour, such as potentially risky routines and routines that a person is unaware, they (military members) engage in (Osman, et al, 2019). In addition, the culture of an organisation as a whole embodies the values that are the foundation of each event. For example, in a military

organisation that places a high value on safety behaviour among its members, those members will consider it natural and normal to adhere to safety standards and specifications when carrying out any type of task (Harun et al., 2020).

The majority of the time, military organisations possess both advanced pieces of hardware as well as their very own specialised manufacturing systems and plants (Fadli, 2022). Militaries need to have essential knowledge and skills that enhance combat readiness and combat power in order to effectively operate these systems. In addition, according to Boe and Bang (2017), they (military members) need to pay close attention to safety standards and operating procedures. Besides, according to Ohlsson, (2020), the use of weapons and the operation of various military systems are common components of the routine training that service members undergo, and this will bring about accidents which result in both death and damage to property if they (military) do not exercise caution. When viewed from this angle, the top priority of military organisations is safety (Fadli, 2022). The prevention of accidents and the completion of work in a more secure manner are the primary goals of safety management and safety behaviours, respectively.

Therefore, damages incurred as a result of day-to-day activities or combat readiness drills can frequently be avoided and prevented because they are frequently the result of carelessness. Hence, it is essential for an organisation to cultivate a safety culture because a safety culture will subtly instill a safety perception in its members, thereby ensuring the safety of each individual member (Harun et al., 2020). As a direct consequence of the political and historical circumstances that have necessitated Malaysia's continued resistance to the threat, Malaysia is required to keep a high level of tactical preparedness and warfare (Harun et al., 2020). Because concerns of this nature arise in every facet of

day-to-day training, the Malaysian military is well aware of the importance of maintaining proper security protocol.

Moreover, Malaysian military personnel receive a substantial amount of information and instruction in various aspects of warfare and strategy. This is done to ensure that every member of the armed forces possesses the fundamental capabilities necessary to wage war (Abdullah & Mohd Zahari, 2023). Whether for day-to-day work or for training to be ready for combat, the safety literacy of a soldier ought to be valued and communicated by all organisations that are part of the military. Militaries only be able to ensure the safety of a task if their leaders demonstrate how safety behaviours should be modelled and clearly explain standard operating procedures when giving orders to the troops.

When it comes to completing daily tasks and receiving training, militaries can only improve their awareness of prevention if they have a perception of the risks they face. The ability of an army to fight is no longer the only factor that determines its value. As a result of advances in technology and changes in society, members of the armed forces now participate in disaster relief efforts in a number of countries. To put it another way, in order for military organisations to effectively carry out all of their responsibilities, they need to have a crystal-clear perception of how safe they are. Therefore, this research focus on determination to the nature of the connection that exists between management commitment, safety training, safety communication and feedback, and safety leadership that influence safety behavior among the RMR Officers.

1.4 Research Objectives

The primary goal of this study is to identifying the factors influencing the RMR Officers' safety behavior. The study's specific goals in this particular area are as follows:

1.4.1 To identify the level of safety behavior among the RMR Officers.

1.4.2 To identify factors (management commitment, safety training, safety communication & feedback, and safety leadership) that influence safety behavior among the RMR Officers.

1.5 Research Questions

The research questions of this study are as follows:

1.5.1 What is the level of safety behavior among the RMR Officers?

1.5.2 What is the relationship between the factors (management commitment, safety training, safety communication & feedback, and safety leadership) and safety behavior?

1.6 Significance of the Study

1.6.1 Methodology

The study's purpose is to identify the factors (management commitment, safety training, safety communication & feedback, and safety leadership) that influence RMR Officers' safety behavior. This study collected data at random from 565 RMR Officers' in Malaysia, ranging in rank from Major (Maj) to Captain (Capt) / Lieutenant (Lt) / 2nd Lieutenant (2nd Lt). The time period within which the study will be conducted limited yet but manageable time frame.

1.6.2 Theoretical

This study also discuss on behavioural theory since this explaining how people behave by looking at the causes and effects in an individual's environment as well as the learned associations that the individual has formed as a result of previous experiences. In other words, this theory attempts to do this by explaining how people behave by examining the causes and effects in an individual's environment. According to Fadli, (2022), people are aware that the term military can have a variety of connotations and is convoluted. A military's actions are what define it as a military. This might be an indication that some humility is in order in this situation.

1.6.3 Practical

It is possible that the findings of this study into the safety practices followed by other military organizations will provide essential data that can be used to develop new regulations and strategies to safeguard the health and safety of employees. Besides, according to Mashi et al., (2020), it is a useful tool for determining how well an organization's workers are informed about the commitment to safety that the concern has made. Therefore, the findings of this study will almost certainly have a significant impact on a wide variety of other areas of research. It ought to be simpler for individuals to comprehend the significance of employee feedback as a means of determining what RMR organizations have accomplished successfully.

According to Mohamed and Nur (2020), the formation of a safety standards and the ways in which it influences military operations, it is essential to gain an understanding of how soldiers conduct themselves in this environment with regard to safety. Using the information gleaned from this study, other military installations can develop brand new

safety procedures and manuals. This information will be useful to researchers and academics in the future who are looking into issues of safety conformity and behavior, and having this knowledge will be helpful to them. Other than that, this study also provides significance guidelines if other researchers want to use it. Therefore, conducting similar research at a variety of different federal or state organizations and enforcement agencies is one way to further ensure the reliability and validity of this study.

1.7 Definition of Key Terms

1.7.1 Management Commitment

A management commitment calls for the direct participation of the highest level of management, also known as top management, in all aspects that are specific and crucial (Hassan et al., 2020). For this study, every aspect of occupational health and safety, with the primary goal of achieving the most effective health and safety practices throughout the RMR.

1.7.2 Safety Training

Programs that educate workers on how to avoid potentially hazardous circumstances in the workplace are referred to as safety training (Hassan et al., 2020). Therefore, safety training for this study which is a subset of regulatory safety training offered to ensure the well-being of both the organization and the people who work with the RMR.

1.7.3 Safety Communication and Feedback

According to Vandecoevering, (2019), safety communication and feedback are two things that can be done to improve and promote safety in a variety of places, such as workplaces, public spaces, and organizations. It involves sharing knowledge, ideas, and worries about safety, as well as giving feedback on safety policies, practices, and incidents. Therefore, in this on of safety communication and feedback focus issues on avoid accidents, injuries, and threats, and to improve safety procedures all the time among officers in the RMR.

1.7.4 Safety Leadership

The significance of safety leadership is of utmost importance, particularly in scenarios where the prevailing safety culture falls short of the desired benchmarks. Safety leadership can be conceptualised as a methodical and organised approach that encompasses the identification and articulation of a desired state, the establishment of a proficient and capable team to achieve this state, and the active involvement in discretionary actions that foster a culture of safety. The executives bear the responsibility of allocating resources, formulating the vision and strategic trajectory, and consistently highlighting and reinforcing the significance of safety to both the employees and the organization (Copper D., 2015).

1.7.5 Safety Behavior

The act of behavior is the "ingredient" that makes it possible for everything else to come together and makes it simpler to complete the task. If a task is finished in spite of the risky behavior of another person, it is likely that the risky behavior will be

rewarded, and it will be repeated again in the future (Syah Zulkifly et al., 2021). People would view it as a form of punishment if the dangerous behavior that they saw resulted in unintended injuries, and they would consider it to be a form of punishment (Syazwan Syah et al., 2020). However, the fact that people rarely get hurt when they behave unsafely encourages them to participate in activities that could potentially harm them because they rarely get hurt. Therefore, the intent of this study is to study the level of safe behaviour held by the officers of the RMR.

1.7.6 Officers in the RMR

In a battalion of RMR, their officers comprises a rank from Lieutenant Colonel (Lt Col) to 2nd Lieutenant (2nd Lt). For this research, it is aims for the rank from Major (Maj) to Captain (Capt) / Lieutenant (Lt) / 2nd Lieutenant (2nd Lt) throughout Malaysia since the Lt Col comprises the Commanding Officer (CO) that acts as the head of the RMR organization which is this research will not include the CO.

1.8 Conclusion

For conclusion, the researcher has covered a wide scope of subjects, including the statement of the problem, the research objectives, the research questions, the importance of the research, as well as the definition of the term study. In the following chapter, the researcher will provide information concerning a series of works that are related to different aspects of safety behavior.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents safety behaviour, factors that influence safety behaviour, research framework; and hypotheses.

2.2 Safety Behaviour

When people feel threatened, they may resort to overt or covert safety-seeking behaviours (Dursun et al., 2022). When the concern is justified and the behaviour can actually reduce the risk, safety-seeking behaviours. For example, like checking the water temperature before taking a bath or looking in both directions before crossing the street can be adaptive and advantageous. Therefore, according to Blakey & Abramowitz, (2016), when it comes to hypothetical threats rather than actual ones, seeking refuge is either unnecessary or counterproductive where the two outcomes are equally undesirable. The identification of safety-seeking behaviours has contributed to an understanding of the puzzling observation that people with anxiety disorders frequently encounter evidence that their fear is unfounded, but fail to learn from these experiences despite repeated exposure (Baker et al., 2021).

Workers who take safety seriously are largely responsible for the widespread enforcement of safety regulations in the workplace (Baker et al., 2021). Most research that looked at both risky and safe behaviours found that the same organizational and societal factors affected both (Guo, 2018; Tully et al., 2017). Following safety regulations and encouraging others to do the same are two safety behaviours that boost productivity. There are three types of self-evaluation of safety behavior: structural, which involves

participation in planned safety activities; interactive, which involves participation in everyday safety activities involving contact with colleagues and management; and individual, which involves measuring behaviour promoting personal protection (Rusyda & Abdul Aziz, 2021).

When used in context, the phrase safety behaviour speaks for itself. It refers to a series of precautions that are taken with the intention of lowering the risk of adverse events occurring (Sharpe et al., 2022). According to Zahiri Harsini et al., (2020), engaging in unsafe behaviour means engaging in activities that increase the likelihood of experiencing risks and accidents. Many discussions about unsafe behaviours begin with the assumption that spectators are unaware of the difference between safe and unsafe (Sharpe et al., 2022). When someone is coerced into doing hazardous work, it may be because they are ignorant of safety regulations or simply do not care about them (Hamid et al., 2019). Laziness, a lack of motivation, and an inability to concentrate are all personal characteristics (Rusyda & Abdul Aziz, 2021) that can make it more likely that something negative will occur. The manner in which the behavioural rating procedure assigns points for safe and unsafe behaviour has a significant bearing on the manner in which the inventory is compiled.

The concept of behaviour-based safety is a bottom-up approach to identifying and comprehending the various types of safe and unsafe behaviours that exist in the workplace (Skowron-Grabowska & Sobociński, 2018). This process is well-known in the Behaviour-Based Safety program, which places an emphasis on the significance of self, peer, and subordinate evaluations of safe and unsafe behaviour in an organisation (Skowron-Grabowska & Sobociński, 2018). People believe that this information is the

single most important thing that a manager needs to know in order to devise the most effective strategy for enhancing the safety of the workplace (Zahiri Harsini et al., 2020).

When it was first introduced as a new kind of employee-focused safety management program, behaviour-based safety received a significant amount of attention from the people. Employers who want to get out of their responsibility to ensure that their workplaces are safe are now being accused of using safety as a new way to control their employees (Osman et al., 2019a). This accusation comes as a result of the fact that safety has become a widespread concern in recent years. Accidents and injuries aren't always reported in a behaviour-based safety plan, which is a big problem. This is because people are afraid of getting in trouble if they don't do their jobs in a safe manner, which is why they behave safely. Additionally, it has been lauded as one of the best ways to identify dangerous behaviour in the workplace and address it in order to make the workplace safer.

2.2.1 Safety Behaviour in Workplace

Safety behaviour in work place following the completion of all of the other safety procedures, personnel are then provided with safety equipment in order to add an additional layer of protection to the environment in which they are working (Andrews et al., 2021). This step is completed only after all of the other preventative measures have been carried out successfully. According to Dyreborg et al., (2022), if one is to have any hope of achieving the highest level of protection that can be reasonably attained from the use of said equipment, it is absolutely necessary to receive training in the appropriate use of safety equipment. This is because training is the only way to ensure that the highest level of protection is achieved (Fadli, 2022; Hassan et al., 2020). Gloves, helmets, goggles, safety boots, hearing protectors, respirators, and high-visibility clothing and accoutrements are some examples of the common pieces of protective equipment that are

worn in a variety of occupations (Baye et al., 2022). In addition, numerous specialized safety products have been developed for particular workplaces and these products have been designed to protect employees from the potentially harmful effects of these factors.

There is a variety of specialized safety equipment available, some examples of which include goggles, respirators, and face coverings (Baye et al., 2022). It is the user's responsibility to have a complete understanding of how to use the equipment in the correct manner, including how to install and remove it. This responsibility includes knowing how to properly use the equipment. This duty extends to the disassembly of the various pieces of equipment as well as their subsequent assembly (Baye et al., 2022). In addition to this, it is necessary for them to have an understanding of the limitations of the device, the appropriate situations in which it should be utilized, and the reasons behind its use of the device. During the process of training, it is essential to determine which of the worker's tools, if any, will make the current task more difficult, as well as whether or not additional tools are available (Baye et al., 2022).

Additionally, it is essential to determine whether or not the worker will have access to additional tools. The instruction states that personal protective equipment (PPE) must be worn at all times, despite the fact that there is no risk involved in the work that is being done and regardless of the type of labour that is being performed (Martin et al., 2021). This is the case regardless of whether or not there is any danger involved. According to Baye et al., (2022), it is a legal requirement that employers provide their staff with training on how to properly operate any safety equipment that the company invests in for the protection of its workers. In addition to this, there is also the risk that a worker will sustain a serious injury as a direct result of improper use of the safety equipment that has been provided. Additionally, resting on the shoulders of the employer

is the responsibility of ensuring that each and every piece of equipment is utilised in the appropriate manner.

The employer is obligated to investigate the reasons why the equipment is not being used and to implement disciplinary measures if necessary. Despite the efforts that have been made to make workplaces as risk-free as is physically possible, it is possible that dangers are still present in these settings (Guo, 2018; Hao & Nie, 2022). These dangers include injuries to the head or foot caused by falling objects and skin damage caused by contact. For example, a person could sustain a head injury or a foot injury from a falling object. In addition to that, these dangers include objects that could fall. Eye injuries can be caused by a wide variety of factors, including liquid spills as well as dust and other types of particle debris. Eye injuries can also be caused by other types of particle debris. If an employee is required to work in conditions that are either unusually cold or unusually hot, there is a greater chance that they will sustain an injury or become ill as a result of their work (Hao & Nie, 2022; Wei & Kuo, 2023).

It is often preferable for users to select their own equipment rather than have it managed, as this ensures that the equipment fits correctly and is not too heavy for them to carry around. When it comes to equipment, it is often preferable for users to select their own equipment. On the other hand, administrators are the ones who are in charge of making these decisions in this situation (Wei & Kuo, 2023). When not in use, the safety equipment needs to be stored in an appropriate manner in order to maintain its integrity. It is necessary for it to be kept spotless and in good condition at all times, and it is required that it be inspected on a routine basis by people who are appropriately qualified.

The standards are designed to protect users from the hazards that could be caused by the original machinery (Baye et al., 2022; Do, 2016). Even if all feasible precautions

are taken to protect employees working in certain jobs, there is still a possibility that those employees will suffer an injury as a result of their employment. This is the case even if all precautions are taken and regardless of the number of safety measures that are taken or how reasonable those measures are. Training in this area is something that employees are expected to receive, as it is intended to ensure that they always use safety equipment in the appropriate manner while they are on the job (Fadli, 2022; Hassan et al., 2020). In addition, there needs to be adequate provision made for safety equipment so that any potential risks can be mitigated to the greatest extent possible.

2.2.2 Behavioural Theory

According to Davis et al., (2015), the primary aim of behavioural theory is to provide a comprehensive understanding of human behaviour by analysing the antecedents and consequences present in an individual's environment, along with the associations formed as a result of their past experiences. Behaviourism is a theoretical framework within the field of learning that proposes the concept that all behaviours are acquired through conditioned interactions with the immediate environment (Davis et al., 2015; Zhou & Brown, 2015). The perspective on learning commonly known as the conditioning hypothesis is widely acknowledged in academic circles. Therefore, behaviour can be understood as a reaction to various stimuli that are present in the surrounding environment. The prevalence of interventions designed to modify individuals' behaviours has significantly increased in recent decades, and these interventions are increasingly playing a significant role in military operations.

Behavioural theory, also referred to as behaviourism, is a psychological theoretical framework that places emphasis on the systematic observation and analysis of observable behaviours while giving less priority to internal mental processes (Bodziany

& Kałużny, 2021; Ohlsson, 2020). The proposition postulates the presence of two discrete types of conditioning that contribute to the acquisition of behavioural patterns (Boe & Bang, 2017; Qi et al., 2021). This phenomenon is characterised by the association of a stimulus lacking inherent significance with a stimulus possessing meaningful value, resulting in the elicitation of a response in the recipient individual (Qi et al., 2021). The probability of a behaviour being replicated is contingent upon whether it is reinforced or rewarded, as opposed to being subjected to punishment or lacking reinforcement (Bodziany & Kałużny, 2021; Ohlsson, 2020). Within the field of behaviour modification, behavioural theory places considerable emphasis on the crucial roles that reinforcement and punishment play.

The concept of reinforcement pertains to the application of consequences that amplify or fortify a behaviour, while punishment involves the application of consequences that reduce or undermine a behaviour (Bodziany & Kałużny, 2021). According to Davis et al., (2015); Zhou & Brown, (2015), to increase the likelihood of a specific behaviour, individuals can use positive reinforcement, which involves introducing a favourable stimulus, or negative reinforcement, which involves eliminating an unpleasant stimulus, in order to achieve the desired result. The theory of behaviour asserts that an organism's behaviour is a reaction to various stimuli that exist within its immediate environment (Davis et al., 2015). The stimuli that have been mentioned possess the capacity to elicit responses that are either automatic or learned in nature. The central objective of this theory is to understand the relationship between stimuli and responses, as well as the possible alterations that can arise through the process of conditioning. The central focus of behavioural theory centres on the analysis of externally observable behaviours, setting it apart from other psychological frameworks that explore cognitive processes and internal mental states.

The focus is directed towards the objective assessment and analysis of behaviours without necessitating reliance on explanations or comprehension rooted in internal cognitive processes (Boe & Bang, 2017). The use of behavioural theory in the military context has the potential to augment understanding and exert control over the behaviour of military personnel. The behavioural theory places considerable emphasis on the significance of reinforcement and punishment in the process of modifying behaviour. The theory can be effectively applied within a military context, as it facilitates the creation of training programmes that effectively reinforce desired behaviours and discourage undesirable behaviours (Zwiebach et al., 2019). To provide an example, it is possible for military personnel to receive incentives for demonstrating qualities such as discipline, cooperation, and adherence to established protocols. On the other hand, militaries who partake in inappropriate behaviour may be susceptible to reprimands or alternative methods of corrective action. The use of behavioural theory has the potential to provide valuable insights for the development and implementation of leadership strategies within the military context (Zwiebach et al., 2019). Leaders have the ability to effectively enhance motivation and encourage desirable conduct among their subordinates through the implementation of positive reinforcement techniques, including the use of recognition and rewards.

Moreover, leaders possess the capacity to utilise behaviour modification techniques to efficiently tackle performance issues or rectify problematic behaviour. Enhanced performance among militaries can be facilitated by offering constructive feedback and coaching, which effectively guide them towards improvement. This intervention facilitates the reduction of performance deficiencies and the correction of maladaptive behaviour. The behavioural theory acknowledges the importance of an individual's environment in shaping their behaviour. Within the domain of the military,

the establishment of a conducive organisational culture and climate possesses the capacity to effectively facilitate the desired alterations in behaviour (Zwiebach et al., 2019). The behaviour of military personnel can be susceptible to the impact of leaders, thus enabling the formation of a cohesive and well-regulated entity. This objective can be attained by implementing clear expectations, fostering a sense of camaraderie, and cultivating a supportive and respectful atmosphere.

The use of behavioural theory can yield benefits in improving the procedures of performance evaluation and feedback within the military. Leaders possess the capacity to provide valuable feedback and pinpoint opportunities for development when evaluating behaviours related to military tasks and responsibilities in an objective manner (Boe & Bang, 2017; Zwiebach et al., 2019). Leaders have the ability to provide assistance and improve the effectiveness of their subordinates, thereby making a significant contribution to the overall achievement of a mission. This is accomplished by offering specific feedback on desired behaviours and providing reinforcement for those behaviours. One potential strategy for mitigating the widespread behavioural health challenges experienced by military personnel involves the utilisation of behavioural theory. It is crucial to emphasise that, despite the valuable insights provided by behavioural theory, the military incorporates various alternative theories and factors into its operational and decision-making frameworks. There are various examples where these concepts are evident, including situational leadership, the requirements of the mission, and ethical principles.

2.3 Factors That Influence Safety Behaviour

For this study, the researcher identified four factors, which consist of management commitment, safety training, safety communication & feedback, and safety leadership.

2.3.1 Management Commitment

The concept of safety at work refers to the subjective evaluations made by employees regarding the extent to which their managers prioritise and support the provision of safe working conditions, as well as their dedication to safeguarding employee well-being (Wei & Kuo, 2023). The dedication of management to matters pertaining to safety is a critical and essential component of this subject. The psychological atmosphere within an organisation or group is contingent upon the employees' subjective interpretations of the safety policies, practises, and social norms that are present within said organisation or group (Wei & Kuo, 2023). Numerous studies have demonstrated that the safety environment is a significant factor in forecasting worker safety behaviours and, as a result, the occurrence of work-related injuries. This is because the safety climate influences employees' understanding of safety and their motivation to protect themselves (Schüler & Matuszczyk, 2019). The level to which employees believe that their managers respect, support, and care about employee safety and secure working conditions is referred to as the safety climate of the workplace. One particular and essential facet of this is the management's unwavering commitment to health and safety. According to what was discussed earlier, the commitment that management has to safety can serve as a reliable indicator of worker job-related safety behaviors, incidents, and injuries.

It is the responsibility of managers to convey to workers the relative importance of safety in comparison to competing demands (Tran, 2017). Doing so has an impact on worker behavior and, in the end, raises the probability that workers will sustain injuries. For instance, in the case of the military, officers who perceive a high level of commitment to safety on the part of management are more likely to adhere to stringent safety procedures as a result of management support (Wei & Kuo, 2023). Employees who work

for managers who place a high priority on safety anticipate that their managers will encourage and reward safe behavior while discouraging and sanctioning hazardous conduct. This is because employees who work for managers who place a high priority on safety work for managers who place a high priority on safety. The implementation of these guidelines will result in actions that will reduce the likelihood of injury.

2.3.2 Safety Training

Training in behavior-based safety is a program that is designed to influence the actions of people and employees in a way that leans toward safer outcomes (Hassan et al., 2020). This increases the likelihood that accidents and injuries will be prevented before they happen. If it is implemented correctly, it will be beneficial to the organization as well as the workplace in the sense that it will change unsafe working behaviors, improve workplace safety, minimize lost production hours, and result in good safety management. Instead of hazardous conditions, the primary cause of most incidents is human behavior that can be hazardous (Guo, 2018). Training that is based on employee behavior is an encouraging step toward creating a more secure workplace culture (Zainora et al., 2019). It is important to focus on behavior-based safety because more than 80 % of all accidents are caused by the decisions we make and the way we behave (Wróbel, 2021). The majority of incidents can be traced back to unsafe behaviors.

Training that is based on behavior is intended to influence the actions of workers in the direction of safer outcomes, ideally with the goal of preventing accidents and injuries before they happen (Hassan et al., 2020). The implementation of a behavior-based safety program is the most effective way for employers to promote safety, get rid of hazards, and keep employees from getting hurt (Skowron-Grabowska & Sobociński, 2018). A behavior-based safety program, when correctly implemented, can provide

positive rewards to change unsafe behavior, reduce work-related injuries, minimize lost production hours, and improve workplace morale (Skowron-Grabowska & Sobociński, 2018). These are essential ingredients for developing a strong safety culture in an organization.

Therefore, changes in one's mental, intellectual, and/or emotional state are likely to occur. As an added bonus, spreading safety information can help reduce the occurrence of accidents. To enhance the degree of protection and well-being for all employees, organizations ought to establish a systematic, thorough safety and health training program for different employees, provide a guide for such employees, and use a companion system to help organize innovative employees in the safety, health, and quality systems.

2.3.3 Safety Communication and Feedback

The process of sharing information related to an individual's personal safety with one or more individuals is commonly known as safety communication. Communication plays a crucial role in facilitating the organization, development, and sustenance of effective interactions among leaders and followers (Kassim et al., 2021). Two additional crucial aspects of organisations are effective leadership and open communication among members. According to Mashi et al., (2020), effective safety communication within an organisation encompasses several crucial elements, including the provision of feedback to foster safe behaviour, the establishment of a safety lesson-learned plan, and the facilitation of open and direct communication pertaining to safety concerns among employees.

Besides, according to Kassim et al., (2021), effective communication on the part of the employer is crucial for the maintenance of a healthy culture, the acquisition of

support and participation, and the engagement of employees in safety-related activities. Safety communication encompasses two main subtypes: formal and informal communication. Various methods of formal communication from higher management can be utilised, such as written formal communication, training sessions, and informal discussions within the organisational framework (Kassim et al., 2021). The form of communication among employees can be classified as informal communication, also known as ad hoc communication. Furthermore, according to Ajmal et al., (2021), this observation suggests that there are various methods of conveying information pertaining to safety, such as incident reports, safety performance evaluations, workplace inductions, and adherence to rules and procedures.

The degree to which an organization establishes employee behavior standards and develops a safety system to handle employees' safety behaviors is referred to as the level of safety norms and protocols that have been implemented by the organization (Martin et al., 2021). Despite the fact that employees are required by law to fulfill their responsibility of care, the legislation is silent on how employees should go about accomplishing this responsibility (Ajmal et al., 2021). The implementation of safety rules and procedures demonstrates that management is committed to the safety of the workplace, despite the absence of a specific legal requirement in this regard (Al Adresi & Darun, 2017). Management has a responsibility to make an effort to explain safety rules and protocols in a language that employees can readily understand in order to assist workers in comprehending them and subsequently adhering to them (Ajmal et al., 2021).

The application of scientific principles and procedures to the prevention of accidents and injuries at the level of safety that is desired is the purpose of the concept of safety communication and feedback (Bergman Bruhn et al., 2023). It has been

demonstrated that safety communication and feedback influences adherence to safety protocols and ensures the safety of not only individuals, but also groups and society as a whole (Ajmal et al., 2021). These benefits come from the fact that safety communication and feedback influences adherence to safety protocols. An employee safety incentive can influence risky work behavior and, as a result, reduce the number of accidents that occur on the job. When people believe that complying with societal norms will lead to a positive outcome, it is easier for them to be motivated to conform to those norms (Schüler & Matuszczyk, 2019).

2.3.4 Safety Leadership

According to the findings of Veltri, et al. (2007), their study indicates that the presence of effective safety leadership within an organisation can potentially yield favourable outcomes in terms of the company's financial performance. The successful execution of this solution leads to favourable results in relation to workers' attitudes and behaviours towards safety, which consequently leads to a decrease in injury rates and insurance expenses. Furthermore, it improves productivity by eliminating bottlenecks in the production process. Copper (2015) asserts that the analysis of safety research and practical observations reveals that proficient safety leadership exerts a beneficial influence on financial outcomes across various dimensions. Organisations can anticipate a decrease in incident rates, an improvement in safety culture, and a range of benefits in terms of quality, productivity, asset integrity, and cost savings.

The assignment of accountability for workplace safety and the fostering of a culture that prioritises safety cannot be exclusively delegated to employees. According to Natalie C. S, et al. (2015), the establishment of culture is rooted in values, which are subsequently manifested and exemplified through behaviours. The growing body of

scholarly literature on leadership underscores the importance of safety management in attaining organisational performance. The consistent identification of the lack of support from leadership as a significant contributing factor to the failure of multiple health and safety improvement initiatives is a recurring theme. The importance of leadership in maintaining workplace safety has been underscored by numerous scholars in the realm of health and safety management. The safety behaviour of chief executive officers (CEOs) and managers exert a substantial impact on multiple facets of safety, encompassing safety organisation and management, safety equipment and measures, and accident investigations. The impact discussed is predominantly influenced by safety control measures within the realm of safety leadership (Tsung-C.W., et al, 2007). In addition, safety controls exert a substantial influence on the management of safety, equipment utilisation, methodologies employed, and the conduct of accident inquiries.

When it comes to how a person sees the world, their values play a significant role in shaping their perspectives, ideas, and points of view (Syazwan Syah et al., 2020). It creates a passageway that opens one's eyes to the entirety of the cosmos. These openings are one-of-a-kind to each individual, and everyone has at least one of them (Martin et al., 2021). Ideally, a person is able to form opinions based on the scenery that they observe outside the window (Sharpe et al., 2022). The choices people make have an impact on the appropriate actions they take, which in turn cause the outcomes they desire (Zahiri Harsini et al., 2020).

2.4 The Relationship between the Factors (Management Commitment, Safety Training, Safety Communication & Feedback, and Safety Leadership) with Safety Behaviour

2.4.1 Management Commitment and Safety Behaviour

According to the findings of a study that was carried out by Mashi et al. (2020), there is a positive correlation between management commitment to safety compliance. According to Huang et al. (2012), the assessment of management commitment to safety behaviour and the sufficiency of safety training provided to individual employees can serve as indicators for predicting the probability of future workplace injuries. The findings suggest that there is not a statistically significant correlation between management commitment on to safety behaviour and the probability of future workplace injuries.

Meanwhile, Ali et al. (2022), the data was subjected to multiple statistical analyses to evaluate the relationship between management commitment and safety compliance. These analyses included descriptive statistics, a t-test, and a row and column contingency (R & C) table. The study's findings indicate a notable difference between safety compliance and management commitment, with statistical significance. This suggests that the adoption of a management commitment could consistently improve safety compliance. The importance of a management commitment cannot be overstated, especially given the ongoing advancements in health and safety practices across various industries. The successful implementation of management commitment requirements is essential for achieving continuous improvement in safety compliance.

2.4.2 Safety Training and Safety Behaviour

Huang et al. (2012) was examine how employees felt about safety training and how committed management was in the restaurant industry. The research employed a prospective cohort design, involving 419 participants from 34 limited-service restaurants. The findings showed a significant correlation between employees' safety training and the level of management commitment toward safety behaviour. The study found that there is a uniform perception among restaurant personnel regarding managerial dedication to safety, but employees held divergent viewpoints regarding the perceived effectiveness of safety training.

According to Isa et al. (2021), the purpose of their research was to better understand how government-linked companies (GLCs) can best foster a values of safety behaviour by analyzing the training effectiveness. The GLC places a premium on security results because of the role it plays in encouraging an environment of safety among workers, keeping the workplace safe, and guaranteeing compliance with safety standards. In addition, Isa et al. (2021) provides an empirical examination of the many facets of safety management practices that are most strongly linked to an environment of safety within an organization. Therefore, it has been found through analysis of the data collected that there is a correlation between the success of safety training and the increase in safety knowledge among employees, which in turn leads to greater adherence to safety protocols and the development of a more robust safety behaviour within the organization.

Afuye et al., (2022), the main objective of this study is to look into the application and efficacy of the safety behavior-modifying technique (SBMT) by construction companies in Lagos State. The purpose of this study is to determine the effectiveness of this specific technique in encouraging workers to adopt safe behaviors. SBMT has four

primary constituents, according to the user: goals, training, feedback, and incentives. The aforementioned components were derived from a thorough examination of existing scholarly works, which included a total of 24 distinct variables. According to the findings, the safety training component was the most frequently used SBMT in both large and medium-sized enterprises. According to the study's findings, construction companies frequently overlook the importance of feedback on safety performance and fail to adequately motivate employees who prioritize safety in their professional endeavors. According to the study's findings, construction companies should set safety goals that are both realistic and attainable. Furthermore, it is critical to ensure that workers receive consistent feedback on their safety performance and are appropriately recognized for demonstrating safe behavior on construction sites. The adoption of this practice has the potential to significantly reduce the number of accidents and injuries on construction sites. As a result, it has the potential to foster a safer construction sector with a lower incidence of occupational fatalities.

2.4.3 Safety Communication and Feedback, and Safety Behaviour

A positive correlation was discovered by Mashi et al. (2020) between safety communication, feedback, and participation. Despite the management's commitment to ensuring safety and actively engaging in matters pertaining to safety, the moderation process was not successful in meeting the initial expectations. In order to guarantee the product's effectiveness, this necessitates the establishment of comprehensive communication and feedback systems pertaining to safety. In addition, it is imperative for administrators to exercise caution and engage in in-depth consideration before making decisions that will improve the safety of the hospital. It is of the utmost importance to conduct a thorough risk assessment of any potential adverse health effects that might

occur in the future. Furthermore, according to Isa et al. (2021), the findings of the study demonstrate a significant positive association between effective safety communication and feedback systems and employees' ability to acquire safety-related knowledge. The convergence of these factors makes it easier for employees to comply with safety protocols, which in turn helps to cultivate a more robust safety culture within the organisation.

According to Mohamed and Nur, (2020), the study of environmental safety was carried out through the evaluation of employee perspectives on several factors, such as occupational safety and health management, safety communication, safety standards and objectives, and individual engagement within their respective organization. Mohamed and Nur, (2020) conducted revealed a statistically significant positive correlation between the safety climate factors of communication and safety behavior, with a p-value less than 0.05. The study's findings indicate a significant correlation between the perception of a secure working environment and the propensity of firefighters to engage in safety behaviors while performing their duties (Mohamed & Nur, 2020). This study establishes a fundamental basis for management to proficiently tackle safety and health issues within the department. This statement underscores the importance of continuously enhancing strategies aimed at ensuring the welfare of the organization's firefighters.

2.4.4 Safety Leadership and Safety Behaviour

According to the findings of the research that was carried out by Wei and Kuo (2023), it is essential for businesses to place a high priority on the health and safety of their staff members. If safety considerations are ignored, there is a possibility that productivity in the areas of time management and decision-making will suffer significantly as a result. The primary responsibility of the armed forces is to ensure the

security and well-being of the nations for which they are responsible. They are entrusted with a wide variety of consequential duties and obligations in order to carry out their responsibility of protecting the country from dangers originating from outside the country. The research that was carried out by Wei and Kuo (2023) shows that there is a significant connection between the safety leadership that is displayed by military volunteer soldiers and two important factors. These factors include the accuracy of the soldiers' risk perception as well as the impact that their risk perception has on their ability to achieve improved safety performance. It is absolutely necessary to acknowledge the significance of taking into account the perception of risk, the values associated with safe behaviour, and the capability to act as a mediator between safety leadership and safety performance.

According to the findings of Subramaniam et al. (2016), a large number of companies place a significant amount of importance on the welfare and safety of their workforce while they are present within the confines of the workplace. This phenomenon arises from the observation that accidents and injuries sustained on the job can have unfavourable consequences for an organisation. These adverse consequences can include financial repercussions in addition to other deleterious effects. According to research conducted by Subramaniam et al. (2016), workplaces all over the world, including those in Malaysia, exhibit heightened susceptibility to the occurrence of accidents and injuries. The unfortunate reality is that incidents of this nature are commonplace. The research that was carried out found that there is a relatively narrow spectrum of safety management practises that have a significant correlation with safe behaviours. The situation encompasses three crucial aspects: the commitment of management, the delivery of safety training, and the formulation of safety policies and practises. The results of a study by Kassim et al. (2021) show that over the course of the previous six years, the rate of

workplace accidents in Malaysia's manufacturing sector has consistently outpaced the rate of accidents in other sectors.

According to Liu and Niu, (2022), the influence of miners' perceptions of their supervisors' and coworkers' safety leadership on their own involvement in safety-related behaviors. During the period of August to October in the current year, a significant number of 1446 surveys were collected from miners employed in state-owned mines in China. The analysis involved evaluating several factors related to safety systems, including the extent to which they were followed when working in reverse, any errors made by oneself within the team, the opinions of colleagues regarding my performance, the potential consequences of raising safety concerns and being labeled as disruptive, the supervisor's satisfaction with the successful completion of work in a safe manner, and instances of coworkers occasionally disregarding safety regulations. The result show that safety leadership has a significant positive with safety behaviour (Liu & Niu, 2022).

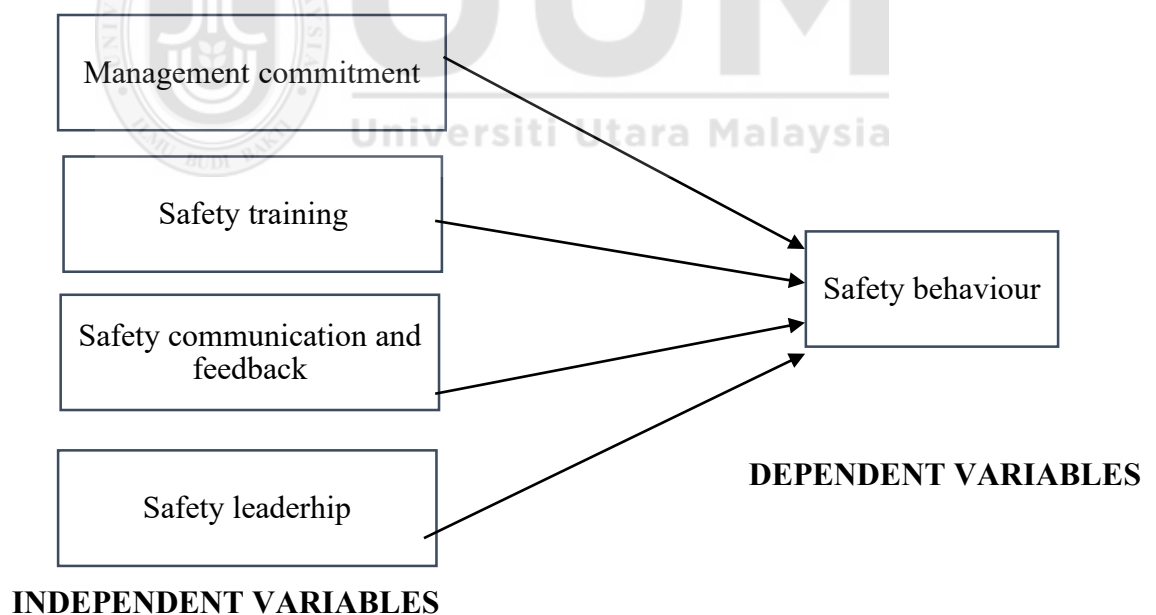
Subramaniam, et al., (2023), posits that the implementation of high-quality safety leadership may potentially enhance the safety knowledge and motivation of nurses. This enhancement has the potential to lead to improved safety behavior, specifically in relation to adherence and engagement. The argument put forth by the researcher is grounded in the self-efficacy theory. The study reveals a notable correlation between safety leadership and the safety conduct exhibited by nurses. The findings of this study offer significant insights for researchers in the field of safety and healthcare professionals employed in hospital settings. These insights can aid in the identification of effective strategies for enhancing nurses' safety behavior.

2.5 Research Framework

Figure 2.1 show the research framework for this study. The key elements are derived from Hassan et al., (2020), Osman et al., (2019), Vinodkumar and Bhasi, (2010), Tsung, et al, (2007), and Robyn et al., (2019) study. With an adjustment and modification, hence, the research framework are focusing on factors influencing safety behaviour among officers in the RMR, therefore, the researchers identified four independent variables, which consist of management commitment, safety training, safety communication & feedback, and safety leadership. As for the dependent variable are safety behaviour.

Figure 2.1

Research frameworks are adaptation and modification from Hassan et al., (2020), Osman et al., (2019), Vinodkumar and Bhasi, (2010), Tsung, et al, (2007), and Robyn et al., (2019)



Management commitment is a concept that pertains to the active involvement and keen interest of management in diverse safety initiatives within a corporation. In the initial study conducted on workplace safety, Hassan et al. (2020) discovered that the level of management commitment to workplace safety plays a crucial role in determining the

effectiveness of a company's safety programmes. In order to attain a heightened level of dedication to safety management, it is imperative that every member of the management team adopts a cohesive approach towards safety and integrates it into the organisational processes utilised for formulating strategic decisions (Hassan et al., 2020). In order to demonstrate their dedication to safety, management must exhibit visible actions in addition to verbal statements and behavioural choices (McGonagle et al., 2016). The safety policy declaration is a valuable tool for showcasing the management's dedication to ensuring a safe workplace (McGonagle et al., 2016).

The discussion of management commitment often involves an examination of its various stages, responsibilities, and obligations (Ajmal et al., 2021). Safety communication and feedback mechanisms are employed in conjunction with the organization's safety management system to facilitate the execution of tasks that are commonly associated with the overall administration of the organisation (Ajmal et al., 2021). The primary objective of safety management systems is to mitigate risks to the health and safety of staff members. These systems serve as instrumental tools employed by organisations to achieve this goal. Safety management practises refer to the collection of policies, strategies, plans, and techniques employed by a company's executives to ensure the safety of their employees (Hao & Nie, 2022). Organisations are required to adhere to legal regulations, making them integral to the implementation of efficient safety management practises. The extent to which these practises have permeated an organisation can be ascertained by an employee or other expert based on the actions and behaviour of management (Zainora et al., 2019). The safety communication and feedback system forms the fundamental basis for fostering a safety-oriented mindset within the organisation and guiding its corresponding practises. The implementation of user-friendly

safety management techniques is of utmost importance in fostering a safe working environment that employees can easily understand and actively participate in.

Safety training programmes are a legally compliant method for instilling a sense of responsibility and concern for safety among employees. The aforementioned concern has prompted numerous researchers across various fields to prioritise the reduction of workplace injuries (McGonagle et al., 2016). According to Osman et al. (2019b), it is a legal requirement for all employees to undergo training that familiarises them with the potential risks they may face in their workplace. This training also educates them on the measures they can implement to mitigate these risks, the prevailing industry standards, and their legal rights and responsibilities in relation to these matters. According to Hassan et al. (2020), whenever modifications are made to the job description, job duties, or workplace hazards, it is necessary for all employees, regardless of their tenure, to undergo retraining. Individuals in positions of authority are legally obligated to satisfactorily fulfil a designated educational programme. Employees are increasingly acknowledged by the law as active participants in the promotion of a safe workplace, rather than being treated as passive objects. Insufficient evidence exists to definitively assert that these training initiatives have effectively influenced employee behaviour.

According to Zainora et al. (2019), employees who have not had the opportunity to observe behavioural safety practises often perceive such actions as a form of surveillance. The implementation of safety officers in workplaces to identify and enforce compliance with regulations has proven to be effective (Zainora et al., 2019). There exists a perception among certain workers that individuals observing their job performance are actively seeking opportunities to criticise or find fault with their work (Wróbel, 2021). This phenomenon may arise due to the perception that behavioural safety is a procedural approach that occasionally places the onus of ensuring its effectiveness solely on the

employee. Accidents in the workplace are occasionally attributed to employee actions, prompting the introduction of behavioural safety programmes in certain work environments (McGonagle et al., 2016). In order to effectively reduce accidents in a factory, it is imperative to adopt a behavioural approach that encompasses both perceived and actual responsibilities of individuals. This approach should address the cognitive aspects of how people perceive their level of responsibility, as well as the tangible ways in which they are accountable for their actions. By considering both dimensions, the effectiveness of the approach can be maximised.

The existence of divergent perspectives on the issue highlights the importance of proficient organisational leadership and a leadership approach that places emphasis on workplace safety and management to achieve the intended results. According to Natalie C. S et al. (2015), it is widely recognised that leaders who demonstrate exceptional skills have the capacity to exert influence on others while also distinguishing themselves from the rest of the group. The responsibility for developing a safety vision lies with the leading management. The degree of buy-in and engagement that a vision receives from its workforce is dependent on the level of engagement in the process and influences the effectiveness of communication and comprehension. Based on the findings of this study, it is advisable for leaders to consider strategies aimed at enhancing safety within the organisation. These strategies include optimising task design, fostering employee engagement, promoting open communication, and securing the commitment of top management towards maintaining an incident-free workplace.

The worker's attitude towards workplace safety can be characterised as their inclination to react positively or negatively to a safety objective, idea, plan, procedure, precaution, or situation (McGonagle et al., 2016). The manner in which workers react to challenges, incentives, and rewards, as well as the behaviours themselves, are influenced

by the perception of safety. In order to maintain an accident-free environment and achieve various benefits, it is essential to cultivate positive attitudes towards workplace safety. These positive attitudes contribute to increased productivity and quality, reduced costs associated with accidents, improved employee morale, enhanced company profits, and the promotion of goodwill (Rahimi & Mohamadzade, 2015). In order to cultivate a positive work environment that promotes goodwill, it is imperative to possess favourable attitudes towards workplace safety. Attitudes conducive to fostering workplace safety encompass traits such as vigilance, eagerness, awareness, prudence, a steadfast focus on the task at hand and the collective, as well as a sense of seriousness. The absence of prioritising workplace safety can result in various negative emotional manifestations such as exhaustion, risk-taking, apathy, egoism, and negligence (My, 2017). The act of acknowledging the existence of strong emotions and, if needed, temporarily halting activities is a crucial measure to consider when recommending or implementing a break. Emotions are an inherent and inescapable aspect of the human condition; nevertheless, perpetual happiness is not universally attainable.

The occurrence of ineffective safety leadership often stems from a deficiency in comprehending the safety management systems and associated policies within the organisation. The lack of clarity regarding their responsibilities, accountability, and autonomy to implement corrective measures has left safety leaders uncertain (Cooper, 2015). To effectively tackle these concerns, secure organisations establish and define the desired safety leadership behaviours that can be implemented, reinforced, and assessed. The behaviours are subsequently formalised and documented in a competency matrix that is linked to various components of their safety management system. Safety leaders possess the ability to comprehend and effectively articulate the elements that transcend legal requirements. Alternatively, in the event of an excessive accumulation of power, it

is possible for workers to experience distractions, thereby potentially compromising the safety of the workplace (Bergman Bruhn et al., 2023; Rahimi & Mohamadzade, 2015). The human intellect provides support to each individual involved in a safety incident, and conversely, every safety incident involves an individual. Each individual possesses thoughts and perspectives on various subjects, including safety, their employer, the project they are currently engaged in, their co-workers, and numerous other aspects. The level of personal safety an individual maintains is influenced by a range of attitudes and behaviours, which in turn determine their willingness to assume risk.

2.6 Hypothesis

- 2.6.1 Hypothesis 1 (H_1): There is a significant and positive relationship between management commitment and safety behaviour.
- 2.6.2 Hypothesis 2 (H_2): There is a significant and positive relationship safety training and safety behaviour.
- 2.6.3 Hypothesis 3 (H_3): There is a significant and positive relationship between safety communication & feedback and safety behaviour.
- 2.6.4 Hypothesis 4 (H_4): There is a significant and positive relationship safety leadership and safety behaviour.

CHAPTER THREE

RESEARCH METHODOLOGY

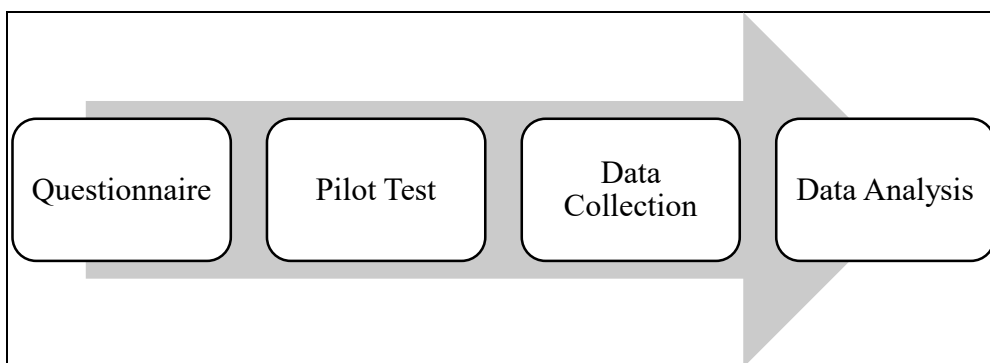
3.1 Introduction

This chapter describes on research design, population and sample, sample size, sampling technique, unit of analysis, research instrument, pilot test, distribution of questionnaire, data analysis and conclusion.

3.2 Research Design

Planning is the primary guidance for the researcher throughout the research process. Data collection processes are necessary to aid researchers in identifying the location, population, sample size, and other essential aspects of the study. The framework of the study is also referred to as the research design. It outlines the procedures that researchers must follow in order to meet the study's objectives. The primary goal of this study is to identifying the factors influencing the RMR Officers' safety behaviours in Malaysia. According to diagram 3.1, the researcher employs four steps of study design to facilitate data and information collection by questionnaire, pilot test, data collection and data analysis.

Figure 3.1
Research Design



This study employed quantitative research to acquire data because it is effective in supporting individuals in defining what they are searching for, collecting data using questionnaires, and providing statistics based on the data obtained. The quantitative approach entails gathering numerical data from the test, questionnaire, item list, and questionnaires. Researcher identifying the problem or questions to be investigated, as well as planning objectives that predict the outcomes in advance, controlling contextual factors that could influence the results, collecting data from samples of participants, and analysing the collected data using numerical statistical methods, are all important components of quantitative research. This study also allows for the collection of samples from one or more populations at the same time. It is difficult to research the entire population, as a result, a sample was selected for this study. A sampling strategy was used by picking a suitable sample from the population under study that is representative of the entire population.

3.3 Population

The population is described as the group of people, events, or things in which the researchers are interested. Table 3.1 shows the unit, location and total of population for the RMR Officers. This study collected information from the RMR Officers' through a technique known as random sampling from a population of 565 officers (Rank from Major (Maj) to Captain (Capt) / Lieutenant (Lt) / 2nd Lieutenant (2nd Lt)).

Table 3.1
Unit, Location and Total of Population for the RMR Officers

Unit	Location	Total officer	
		Lieutenant (Lt Col)/ Officer (CO)	Colonel Commanding Rank from Major (Maj) to Captain (Capt) / Lieutenant (Lt) / 2nd Lieutenant (2nd Lt)
1	Sg Besi, Kuala Lumpur	1	23
2	Bayan Lepas, Pulau Pinang	1	22
3	Kota Kinabalu, Sabah	1	23
4	Tapah, Perak	1	23
5	Kluang, Johor	1	20
6	Jitra, Kedah	1	22
7	Tawau, Sabah	1	20
8	Kuala Lipis, Pahang	1	23
9	Terendak, Melaka	1	25
10	Batu Pahat, Johor	1	19
11	Kuching, Sarawak	1	21
12	Kuantan, Pahang	1	25
13	Sri Aman, Sarawak	1	20
14	Gemas, Negeri Sembilan	1	19
15	Senawang, Negeri Sembilan	1	22
16	Ketereh, Kelantan	1	23
17	Terendak, Melaka	1	23
18	Seberang Takir, Terengganu	1	23
19	Sg Petani, Kedah	1	23
20	Miri, Sarawak	1	20

21	Pengkalan, Chepa Kelantan	1	20
22	Sandakan, Sabah	1	21
23	Ipoh, Perak	1	21
24	Rasah, Negeri Sembilan	1	22
25	Bentong, Pahang	1	20
26	Tawau, Sabah	1	21
TOTAL		26	565

3.4 Sample Size

The sample size is a tangible representation of the entire population's components. The sample size for this study was estimated using Krejcie and Morgan (1970), as shown in Table 3.2. The total population of RMR Officers' for this research is 565 (exclude CO's), therefore, the targeted sample taken is 234.

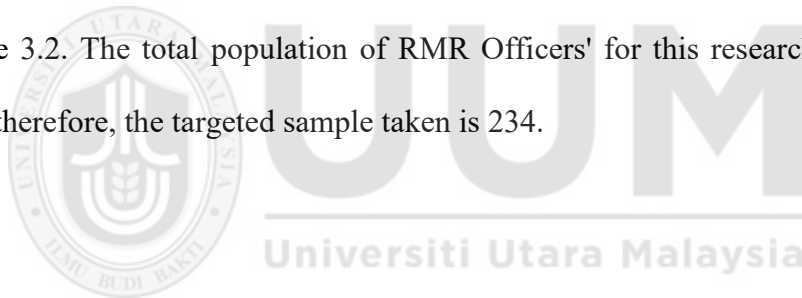


Table 3.2

Krejcie and Morgan (1970) Population and Sample Study (N = population size; S = sample size)

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3200	346
85	70	440	205	4000	351
90	73	460	210	4200	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

3.5 Sampling Technique

This study collected information from RMR officers through a technique known as convenience sampling. The researcher could not distribute the survey questionnaire to officers throughout the entire military sector and other law enforcement agencies in Malaysia (only exclusive to RMR Officer's in the units).

3.6 Unit of Analysis

The units of analysis for this study are individual people. Therefore, the unit of analysis is the RMR Officers, which focus on Rank from Major (Maj) to Captain (Capt), Lieutenant (Lt), and 2nd Lieutenant (2nd Lt). The list of designations is shown in Table 3.3.

Table 3.3
Rank and Designation in the RMR

Rank	Designation
Lieutenant Colonel (Lt Col) Major (Maj)	1. Commanding Officer (CO)
	2. Second in Command (2IC)
	3. Operation Officer (OO)
	4. Officer Commanding HQ Company (OC HQ Coy)
	5. Officer Commanding Support Company (OC Sp Coy)
	6. Officer Commanding Company Alpha (OC A Coy)
	7. Officer Commanding Company Bravo (OC B Coy)
	8. Officer Commanding Company Charlie (OC C Coy)
	9. Logistics Officer
Captain (Capt) / Lieutenant (Lt) / 2nd Lieutenant (2nd Lt)	10. Adjutant (Adj)
	11. Intelligence Officer (IO)
	13. Regiment Signal Officer (RSO)

14. Assault Pioneer Platoon Commander (A-Pnr Pl Comdr)

15. Heavy Weapon Platoon Commander (Hy Wpn Pl Comdr)

16. Mortar Platoon Commander (Mor Comdr)

16. Anti-Tank Platoon Commander (AT Pl Comdr)

17. Second in Command of HQ Company

18. Second in Command of Support Company

19. Second in Command of Alpha Company

20. Second in Command of Bravo Company

21. Second in Command of Charlie Company

22. Platoon Commander # 1

23. Platoon Commander # 2

24. Platoon Commander # 3

25. Platoon Commander # 4

26. Platoon Commander # 5

27. Platoon Commander # 6

28. Platoon Commander # 7

29. Platoon Commander # 8

30. Platoon Commander # 9



UUM
Universiti Utara Malaysia

3.7 Time Horizon

This study is classified as a cross-sectional study because it involves collecting information from a specific group of RMR officers, focusing on Rank from Major (Maj) to Captain (Capt), Lieutenant (Lt), and 2nd Lieutenant (2nd Lt), for a duration of approximately one month (2nd June 2023 until 2nd July 2023).

3.8 Research Instrument

The data for this study was gathered through dispersed questionnaires employing quantitative approaches. According to Table 3.4, the questionnaire's items were adapted from previous studies. Section A's purpose was to collect demographic information. Section B consist of the factors influencing the RMR Officers' safety behaviour, and Section C consist of the of the level of safety behaviour among the RMR Officers. All answer for Section B and Section C respond according to Likert-scale range 1 to 5 (in Table 3.4).

Table 3.4
Likert-scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Table 3.5
Item Measurement

Variable	No. of Items	Details	Sources
Respondent Profile	6	Age, Rank, Unit, Years of Services, Academic level, Training Academy.	Nizar, (2023)
Management Commitment	6	Management respect, support, and care about my safety.	Wei & Kuo,(2023)

		Management responsible to convey to soldiers the qualified importance of safety.	Tran, (2017)
		The management's unwavering commitment to health and safety.	Tran, (2017)
		The management are more likely to adhere to stringent safety procedures.	Wei & Kuo, (2023)
		The management implementation guidelines which will result reduce the likelihood of injury.	Tran, (2017)
		I have secure working conditions.	Wei & Kuo, (2023)
Safety Training	6	Training designed to influence the actions of people toward safer outcomes.	Hassan et al., (2020)
		Training prevented accidents and injuries .	Hassan et al., (2020)
		Training be beneficial to the organization and improve workplace safety.	Guo, (2018); Skowron-Grabowska & Sobociński, (2018)
		Training will minimize lost production hours and result in good safety management.	Guo, (2018); Skowron-Grabowska & Sobociński, (2018)
		Training spreading safety information and help reduce the occurrence of accidents.	Hassan et al., (2020)
		I received a systematic safety training program.	Guo, (2018); Skowron-Grabowska & Sobociński, (2018)
Safety Communication and Feedback	5	My organization doesn't have a hazard reporting system where employees can communicate hazard information before incidents occurs.	Vinodkumar & Bhasi, (2010)

		Management operates an open-door policy on safety issues.	Vinodkumar & Bhasi, (2010)
		There is sufficient opportunity to discuss and deal with safety issues in meetings.	Vinodkumar & Bhasi, (2010)
		The target and goals for safety performance in my organization are not clear to the workers.	Vinodkumar & Bhasi, (2010)
		There are open communications about safety issues in this workplace.	Vinodkumar & Bhasi, (2010)
Safety Leadership	6	I'm able to describe myself as a role model to obey safety rules.	Tsung et al, (2007)
		I always help my colleagues to recognize the importance of safety.	Tsung et al, (2007)
		I always encourage my colleagues to participate in safety activities.	Tsung et al, (2007)
		The management in my battalion is effectively leading the unit to meet the workers/soldiers' needs and care for their safety.	Robyn et al., (2019)
		The management in my battalion builds strong and positive relationships with the community (officers and soldiers).	Robyn et al., (2019)
		The management in my battalion proposes new and creative ideas for improving services or processes.	Robyn et al., (2019)
Safety Behaviour	6	I use all necessary safety equipment to do my job.	Vinodkumar & Bhasi, (2010)
		I carry out my work in a safe manner.	Vinodkumar & Bhasi, (2010)
		I follow correct safety rules and procedures while carrying out my job.	Vinodkumar & Bhasi, (2010)

	Occasionally due to lack of time, I deviate from correct and safe work procedures.	Vinodkumar & Bhasi, (2010)
	Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures.	Vinodkumar & Bhasi, (2010)
	It is not always practical to follow all safety and procedures while doing a job.	Vinodkumar & Bhasi, (2010)
Total	35	

3.9 Pilot Test

The pilot test was arranged to make sure that the study's instrument is valid and reliable. A pilot test with a sample size of 30 is sufficient (Whitehead et al., 2016). The researcher manages to get 50 samples for the pilot test. On the other hand, according to Sproles and Kendall (1986), a Cronbach's Alpha coefficient value of 0.4 or higher was acceptable. Table 3.6 shows Cronbach's Alpha Reliability of Pilot Test results. The results can be concluded that all variables are valid to be tested for the actual study. Besides, this value has been validated by Associate Professor Dr. Zuraida Binti Hassan, an academician from the Bachelor of Human Resource Management Department, School of Business Management, College of Business, Universiti Utara Malaysia, and researcher academic supervisor.

Table 3.6
Cronbach's Alpha Reliability of Pilot Test Results

Variables	No. of Items	Cronbach's Alpha Pilot Test ($n=50$)
Management Commitment	6	0.914
Safety Training	6	0.931
Safety Communication and Feedback	5	0.686
Safety Leadership	6	0.952
Safety Behaviour	6	0.649

3.10 Normality Test

For the verifications of a sample or any group of data whether it fits a standard normal distribution or not, a normality test will take place. According to Ghasemi and Zahediasl (2012), the normality test using Skewness and Kurtosis statistics indicates the form of the data distribution. The rule of thumb for Skewness and Kurtosis value is less than ± 3.0 or ± 7.0 , and the distribution is not more than the range of normality. So, it can be considered normal and vice versa. If the Skewness value is positive, the graph is positively skewed, and if the Skewness value is negative, the graph is negatively skewed. Otherwise, Kurtosis has a high curve distribution when the value is positive and a low curve distribution when the value is negative. Besides, the researcher provides quantile-quantile plot (Q-Q plot) where it is represent a scatter plot illustrating the link between the ordered values in the sample data (y-axis) and the matching normal distribution percentiles (x-axis). According to Ghasemi and Zahediasl (2012), if the info is normally distributed, it should fall along a line with a slope of one and a slope of zero.

3.11 Data Collection Method

The participants of this research comprised officers from the RMR, occupying various ranks including Major (Maj), Captain (Capt), Lieutenant (Lt), and 2nd Lieutenant (2nd Lt). Due to technical and procedural difficulties, the distribution of the

questionnaires to the RMR Officers was not conducted in person. The researcher administered an online survey by distributing a questionnaire link (<https://forms.gle/WXN76QqzTLGQPvc1A>) to all officers in the RMR within the units in Malaysia. This distribution was facilitated by 26 Adjutants from 26 RMR units, who ensured that the survey reached officers holding ranks ranging from Major (Maj), Captain (Capt), Lieutenant (Lt), and 2nd Lieutenant (2nd Lt). The data collection process durations approximately one month (2nd June 2023 until 2nd July 2023).

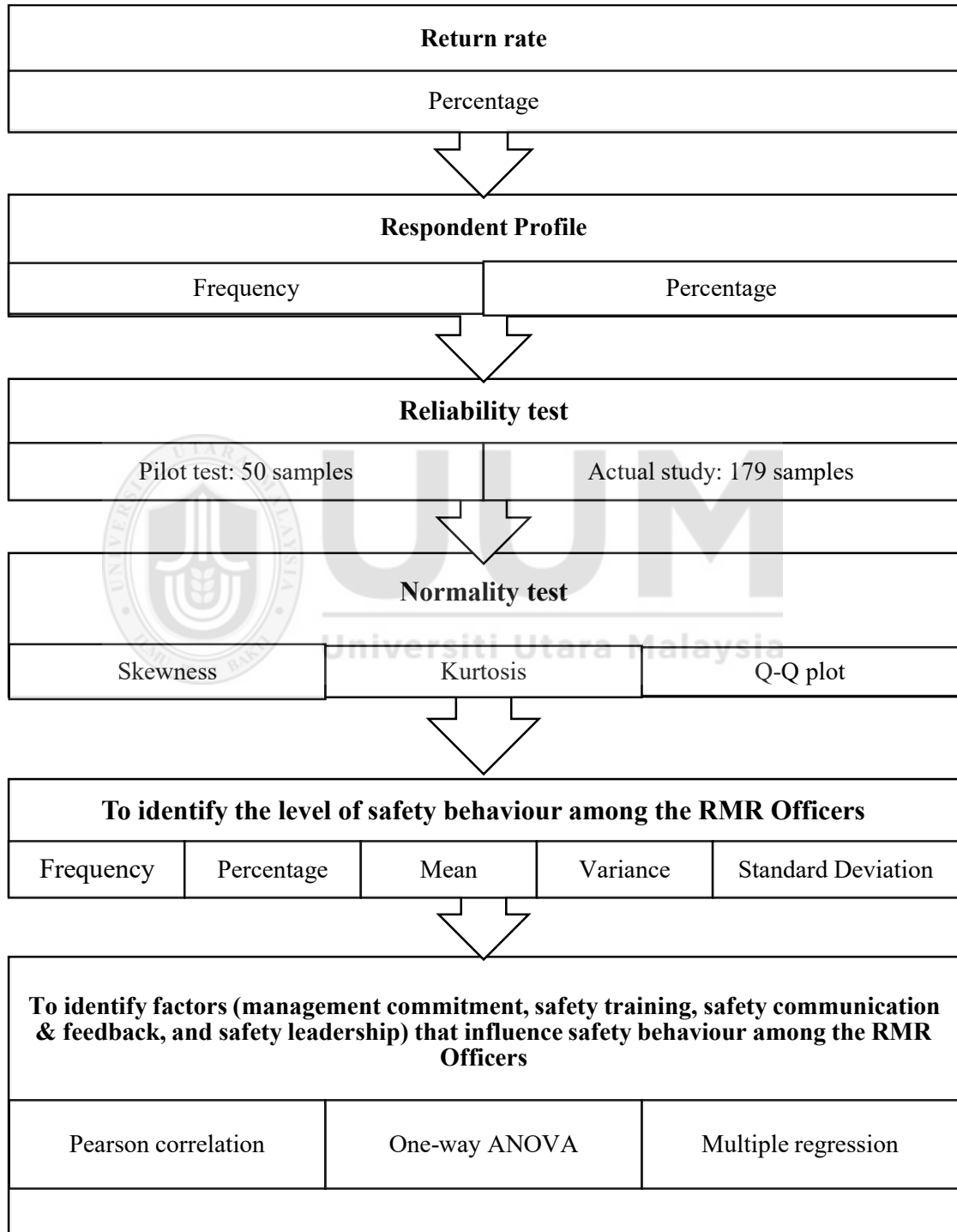
3.12 Data Analysis

Analysing data involves collecting, modelling, and analysing data to gain insights to make better decisions. To put it another way, it is a way of bringing facts and statistics together to address a research problem. As a result, obtaining solutions to the research question is essential. However, it depends on the aim of the analysis, to decide approaches and procedures to use. These data analysis procedures are primarily concerned on quantitative methods. Therefore, the researcher chooses to use descriptive statistics and inferential statistics. The researcher analysed the collected data using the Statistical Package for Social Science (SPSS) version 26.

Figure 3.2 illustrates the data analysis method. The researcher expressed the rate of return in percentage form. Then, analyse the profile of respondents using frequency and percentage. For the first objective of determining the level of safety behaviour among RMR Officers, the researcher undertakes frequency analysis, percentage analysis, mean interpretation, median analysis, and standard deviation calculations. Lastly, for the second objective of identifying the factors (management commitment, safety instruction, safety communication & feedback, and safety leadership) that influence the RMR Officers'

safety behaviour, the researcher is using hypothesis testing through Pearson correlation, one-way ANOVA, and multiple regression.

Figure 3.2. Data Analysis Procedure



3.12.1 Descriptive Analysis of Variable

The process of statistical analysis known as frequency analysis is a form of descriptive statistics that tally the number of times each response was selected by the respondents. Descriptive analyses were used to describe quantitative data without the use of probabilistic formulas, whereas in inferential statistics, descriptive analyses were not used to derive conclusions about the population. The descriptive analysis of an area comes first in its analysis, and consists of the means, the standard deviations, and the variance.

3.12.2 Score Mean Interpretation

Researchers will use the mean score of the Nunnally (1997) for the results of the mean analysis. Table 3.6 shows the interpretation table of the mean score used.

Table 3.6
Interpretation of Mean Score

Mean score	Interpretation
1.00 – 2.00	Low
2.01 – 3.00	Moderate low
3.01 - 4.00	Moderate high
4.01 – 5.00	High

3.12.3 Pearson Correlation Interpretation

The researchers will use the interpretation of the value of Pearson correlation from the Cohen, et al (2011). Table 3.7 show value interpretations of the value of Pearson correlation.

Table 3.7
Interpretation of Pearson Correlation

Range	Interpretation
$\pm.81$ to 1.00	Very strong
$\pm.51$ to .80	Strong
$\pm.31$ to .50	Modest
$\pm.21$ to .30	Weak
$\pm.01$ to .20	Very weak

3.12.4 One-way ANOVA

The Analysis of Variance (ANOVA) is a statistical technique used to divide the observed aggregate variability within a given data set into two distinct components: systematic factors and random factors (Rasch, et al., 2019). In the context of ANOVA, the F-value is calculated by comparing the difference between the sample means and the sample dispersion. A greater F-value in an ANOVA indicates a greater magnitude of variation between sample means relative to the variation observed within individual samples (Rasch, et al., 2019). The F-value increases as the p-value falls. Typically, a p-value less than 0.05 is considered statistically significant, in which case the null hypothesis must be rejected. The null hypothesis is not rejected when the p-value is greater than 0.05.

3.12.5 Multiple Regression

The use of multiple regression analysis allows researchers to impartially assess the extent and orientation of the association between independent and dependent variables. The regression coefficients offer valuable insights into the statistical significance of each

independent variable in relation to its ability to predict the dependent variable (Kaya Uyanık & Güler, 2013). Regression analysis is a statistical method used to ascertain the extent to which an independent variable can account for the variability observed in a dependent variable.

The R-value is a statistical measure that represents the extent to which the variability in the dependent variable can be explained by the variability in the independent variables (Kaya Uyanık & Güler, 2013). The F-test is a statistical technique frequently used in regression analysis to evaluate the suitability of multiple linear models (Schneider et al., 2010). The model demonstrates a higher level of adequacy compared to the intercept-only model when the P-value for the F-test of the overall significance test falls below the predetermined threshold for statistical significance.

In contrast, according to Andrade, (2019), the use of the P-value is employed to determine the existence or nonexistence of a correlation between the dependent and independent variables. A P-value that falls below the predetermined threshold of 0.05 indicates the presence of a statistically significant association between the dependent and independent variables (Andrade, 2019). The application of the P-value encompasses the assessment of whether a hypothesis should be accepted or rejected. The hypothesis is deemed accepted when the P-value is determined to be less than 0.05. Conversely, it is rejected in all other instances. The hypothesis plays a crucial role in identifying the essential components of a research study. Additionally, there is the Beta factor. Variables with the highest Beta values demonstrate the highest level of statistical significance (Kaya Uyanık & Güler, 2013).

3.13 Conclusion

This chapter go through the specifics of the research process, which began with the research design as a fundamental guide for the study's implementation, samples and sampling methodologies, and research instruments used to collect research data before analysis. The next chapter will go through data analysis and findings.



CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter describes on reliability test, response rate, respondent profile, the level of safety behaviour among the RMR Officers, unit of analysis, factors (management commitment, safety training, safety communication & feedback, and safety leadership) that influence safety behaviour among the RMR Officers, and conclusion.

4.2 Response Rate

Table 4.1
Return Rate

Population	Sample size (according to Krejcie and Morgan, 1970)	Actual response	Return rate (%)
565	234	179	76.4

Table 4.1 show the return rate result. In this study, data were collected using online platform via Google Form. This study collected information from the RMR Officers' through a technique known as random sampling from a population of 565 officers (Rank from Major (Maj) to Captain (Capt) / Lieutenant (Lt) / 2nd Lieutenant (2nd Lt)). By referring to Krejcie and Morgan Sample Size Table (1970), if the total of the population is 565, the minimum sample size of 234 was sufficient. Apparently, due to the survey for this study being done via Google form, a total of 179 respondents or 76.4 percent have answered the questionnaire and managed to be collected almost in one months.

4.3 Respondent Profile

Table 4.2
Respondent Profile

Item	Categorize	Frequency	Percentage (%)
Age	20 – 29 years old	41	22.9
	30 – 39 years old	136	76
	40 – 49 years old	2	1.1
Rank	Major	34	19
	Captain	95	53.1
	Lieutenant	33	18.4
	2 nd Lieutenant	17	9.5
Unit	1 RMR	10	5.6
	2 RMR	5	2.8
	3 RMR	9	5.1
	4 RMR	9	5.1
	5 RMR	7	3.9
	6 RMR	6	3.4
	7 RMR	1	0.6
	8 RMR	1	0.6
	9 RMR (Para)	17	9.5
	10 RMR	6	3.4
	11 RMR	6	3.4
	12 RMR (Mech)	6	3.4
	13 RMR	17	9.5
	14 RMR (Mech)	2	1.1
	15 RMR	10	5.6
	16 RMR	2	1.1
	17 RMR (Para)	4	2.2
	18 RMR (Para)	3	1.7
	19 RMR (Mech)	9	5.1
	20 RMR	9	5.1
	21 RMR	1	0.6
	22 RMR	5	2.8
	23 RMR	2	1.1
	24 RMR	4	2.2
	25 RMR	8	4.5
	26 RMR	17	9.5
Years of Services	Less than 1	16	8.9
	1 – 5	41	22.9
	6 – 10	49	27.9
	More than 10	73	40.8
Academic level	SPM	1	0.6
	Degree	152	84.9
	Master	7	3.9
	PHD	2	1.1

Training Academy	Cadet Wing, Royal Military College	11	6.1
	Army College	35	19.6
	Graduate Officer Training	37	20.7
	National Defence University of Malaysia	92	51.4
	Oversea Cadet	4	2.2

Table 4.2 show frequency analysis for Respondent Profile. This is first part of the questionnaire which started with the construction of respondent profile where is consist of six items which is age, rank, unit, years of services, academic level, and training academy. Based on Table 4.2 indicated the age of respondents in RMR Officers' which were categorized between 20-29 years old, 30-39 years old, 40-49 years old, 50 years old and above respectively. The majority of respondents who participated in this study ranged between 30-39 years old which was equivalent to 76% meanwhile there no respondent was between 50 years old. The research was found that the 53.1% of responses received from Captain, 19% from Major, 18.4% from Lieutenant, and the minority of respondents are 2nd Lieutenant which was equivalent to 2.1%.

According to Table 4.2, Unit indicate that 26 different categories. The majority of respondents from Unit 9 RMR (Para), 13 RMR, 26 RMR with 9.5% respectively whereas the minority of respondents from unit 7 RMR, 8 RMR, and 21 RMR with 0.6% respectively. The indication of the years of services has 4 different categories which are less than a year, 1-5 years, 6-10 years and more than 10 years respectively. The majority of respondent's services were more than 10 years with 40.8% whereas the minority of respondent's services were less than 1 year with 8.9% which equivalent to 16 respondents. The majority of respondents that participant in this study have a Bachelor Degree holder with 84.9%, followed by Master holder with 7%, and SPM holder with 0.6%. The majority of respondents that participant in this study have train at National Defence

University of Malaysia with 51.4%, followed by 20.7% respondents are graduate officer training, 19.6% from Amy College, 6.1% from Cadet Wing, Royal Military College, and 2.2% from Oversea Cadet.

4.4 Reliability Test

Table 4.3
Cronbach's Alpha Reliability

Variables	No. of Items	Pilot Test	Actual Study Results
		Cronbach's Alpha (n=50)	Cronbach's Alpha (n=179)
Management Commitment	6	0.914	0.903
Safety Training	6	0.931	0.938
Safety Communication and Feedback	5	0.686	0.697
Safety Leadership	6	0.952	0.947
Safety Behaviour	6	0.649	0.707

Table 4.3 shows the Cronbach's Alpha Reliability value between the pilot test and the actual study results. This study employs a similar questionnaire for both the pilot test and the actual study. The pilot test involved 50 samples, and the actual study involved 179 samples. For variable management commitment, it was reported that the Cronbach alpha value dropped from 0.914 in the pilot test to 0.903 in the actual study. For variable safety training, the results show that in the pilot test, the Cronbach alpha was 0.931, and the Cronbach alpha for the actual study was 0.938. Next, for safety communication and feedback, it shows that the Cronbach alpha in the pilot test was 0.686 and in the actual study was 0.697. For safety leadership, the result of Cronbach's alpha is 0.952, and the actual study is 0.947. Lastly, for safety behaviour, the results on Cronbach's alpha in the pilot test were 0.649 and in the actual study were 0.707.

4.5 Normality Test

Table 4.4
Normality Test

Variables	Normality Test	
	Skewness	Kurtosis
Management Commitment	-1.059	1.564
Safety Training	-0.949	0.776
Safety Communication and Feedback	-0.197	-0.015
Safety Leadership	-0.953	0.915
Safety Behaviour	-0.170	0.484

The objective of conducting a normality test was to ascertain the inherent distributional shape of the data. The skewness value serves as a quantitative measure for evaluating the level of symmetry in a given distribution. In contrast, kurtosis provides useful information about the distribution's level of peakiness. The skewness and kurtosis coefficients were calculated to evaluate the adherence of the data to a normal distribution. The underlying premise of the assumption of normality is that the errors in prediction ought to adhere to a normal distribution with a mean centred around the predicted score of the dependent variable. The normal distribution demonstrates a property whereby the data points are distributed in accordance with the diagonal line. The assumptions were evaluated by employing descriptive statistics, followed by the presentation of the Skewness and Kurtosis findings. Based on the outcomes of the normality tests, it can be inferred that the data adhered to a normal distribution, as indicated by the skewness and kurtosis values of each variable falling within the range of 3. Hair and Bryne (2010) state that a kurtosis value that falls within the range of 7 is deemed to be acceptable.

Table 4.4 shows the skewness and kurtosis values pertaining to the independent variables, namely Management Commitment, Safety Training, Safety Communication & Feedback, Safety Leadership, and Safety behaviour. Meanwhile, Figures 4.1, 4.2, 4.3, 4.4, and 4.5 demonstrate that the Q-Q plot illustration is normally distributed data since it appears as a roughly straight line.

Figure 4.1. Normal Q-Q Plot of Management Commitment

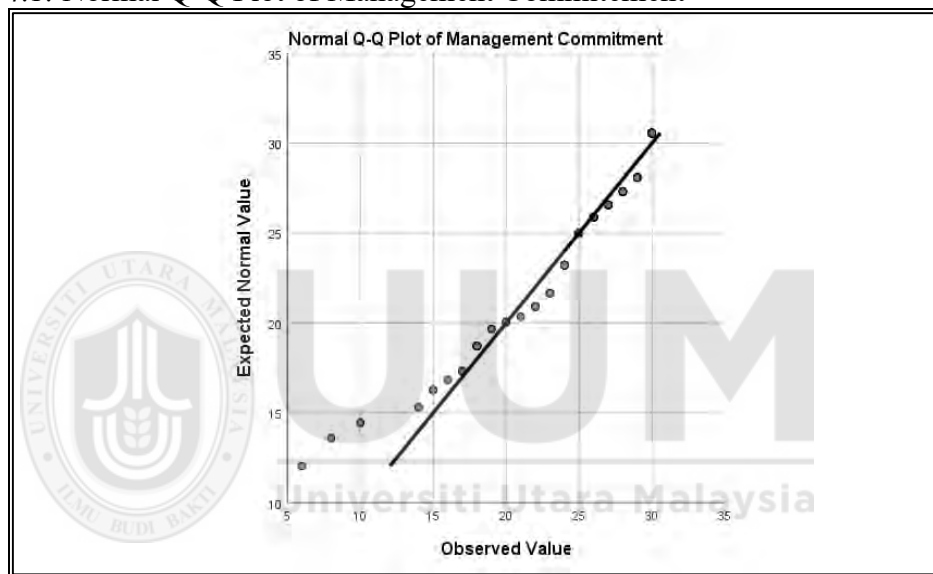


Figure 4.2. Normal Q-Q Plot of Safety Training

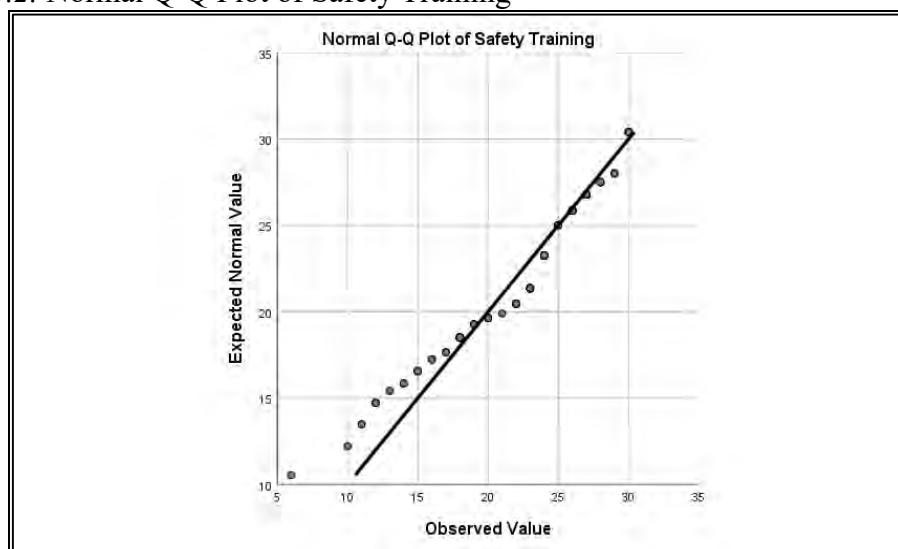


Figure 4.3. Normal Q-Q Plot of Safety Communication and Feedback

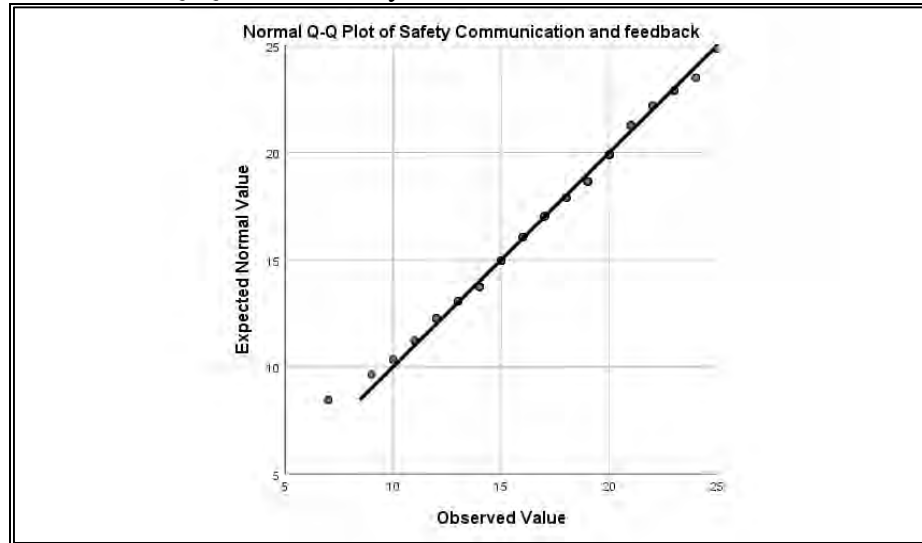


Figure 4.4. Normal Q-Q Plot of Safety Leadership

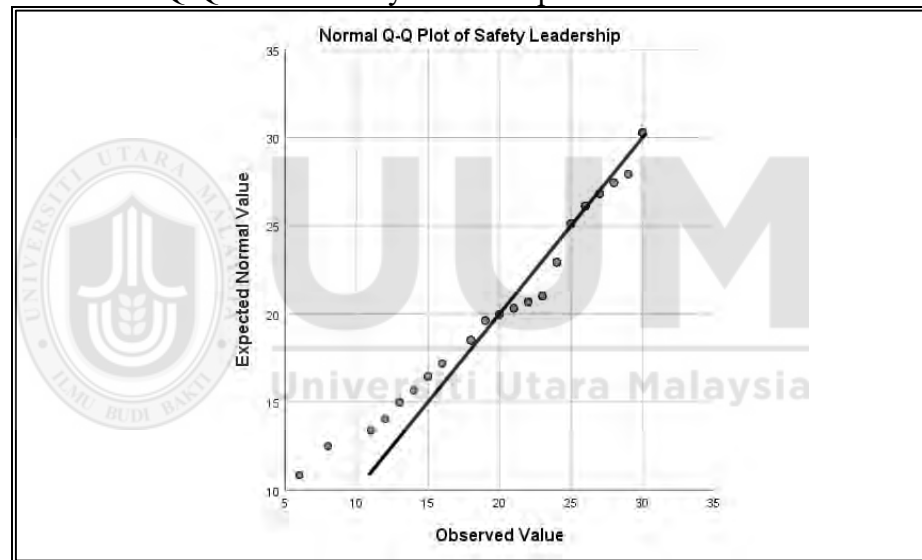
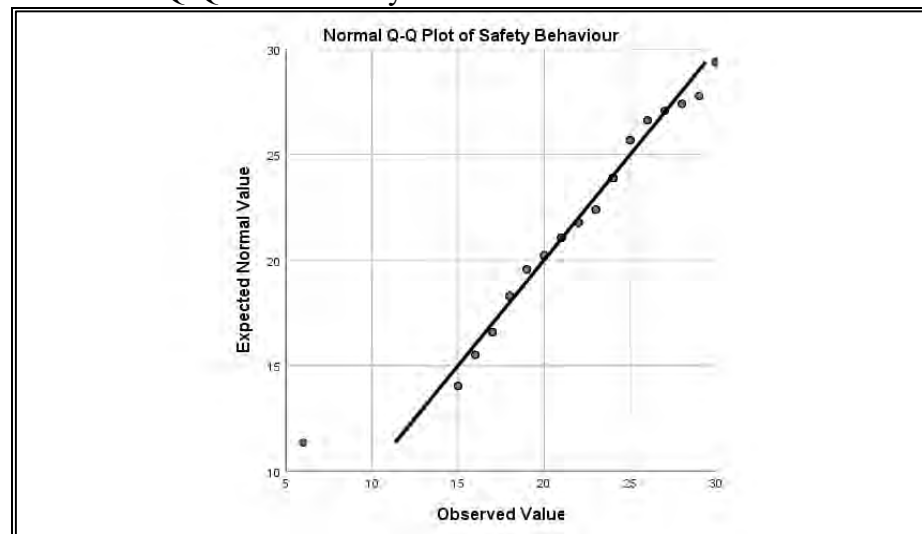


Figure 4.5. Normal Q-Q Plot of Safety Behaviour



4.6 The Level of Safety Behaviour among the RMR Officers

In this section, the data is analysed by the researcher employing frequency and percentage analysis as well as descriptive analysis.

4.6.1 Frequency and Percentage Analysis

Table 4.5

Frequency and Percentage Analysis for Safety Behaviour

Item	Categorize	Frequency	Percentage (%)
I use all necessary safety equipment to do my job.	Strongly Disagree	1	0.6
	Disagree	5	2.8
	Neutral	25	14.0
	Agree	64	35.8
	Strongly agree	84	46.9
I carry out my work in a safe manner.	Strongly Disagree	1	0.6
	Disagree	2	1.1
	Neutral	19	10.6
	Agree	89	49.7
	Strongly agree	68	38.0
I follow correct safety rules and procedures while carrying out my job.	Strongly Disagree	1	0.6
	Disagree	2	1.1
	Neutral	25	14.0
	Agree	76	42.5
	Strongly agree	75	41.9
Occasionally due to lack of time, I deviate from correct and safe work procedures.	Strongly Disagree	23	12.8
	Disagree	27	15.1
	Neutral	39	21.8
	Agree	59	33.0
	Strongly agree	31	17.3
Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures.	Strongly Disagree	26	14.5
	Disagree	31	17.3
	Neutral	33	18.4
	Agree	53	29.6
	Strongly agree	36	20.1
It is not always practical to follow all safety and procedures while doing a job.	Strongly Disagree	23	12.8
	Disagree	30	16.8
	Neutral	42	23.5
	Agree	45	25.1
	Strongly agree	39	21.8

There are six different aspects that structure safety behaviour, as shown in Table 4.5. The first item, I use all necessary safety equipment to do my job, shows that the majority of 84 respondents strongly agree with this statement, while 0.6% strongly disagree. Regarding this particular item, the frequency of respondent responses on disagree, neutral, and agree shows the number of 5, 25, and 64 respondents, respectively. Next, for item 2, I carry out my work in a safe manner. The findings of the research showed that the majority of respondents, 49.7%, were in agree, while only one strongly disagreed. In the meantime, with regard to the responses on disagree, neutral, and strongly agree, which show the frequency of 2, 19, and 68 respondents, respectively.

For the statement I follow correct safety rules and procedures while carrying out my job, the results show that the majority of respondents (42.5%) agree with this statement. Additionally, 41.9% of respondents strongly agree with this statement, while 12% of respondents are neutral, 1.1% disagree, and 0.6% strongly disagree. Next, for item Occasionally due to lack of time, I deviate from correct and safe work procedures. The findings indicate that 33% agree, followed by 21.8% who neutral, 17.3% who strongly agree, 15.1% disagree, and 12.8% who strongly disagree. For the statement Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures, the results show that the majority of 53 respondents agree with this statement. Additionally, 20.1% of respondents strongly agree with this statement, while 18.4% of respondents are neutral, 17.3 % strongly disagree, and 14.5% disagree. Next, for item It is not always practical to follow all safety and procedures while doing a job. The findings indicate that 25.1% agree, followed by 23.5% who neutral, 21.8% who strongly agree, 16.8% disagree, and 12.8% who strongly disagree.

4.6.2 Descriptive Analysis

Table 4.6 shows the mean, standard deviation, and variance of the RMR Officers' safety behaviour. I use all the safety gear I need to do my job has the highest mean, with a score of 4.26, its standard deviation score is 0.824, and its variance score is 0.709. The lowest mean with score 3.23 are item occasionally due to over familiarity with the job, I deviate from correct and safe work procedures, its standard deviation score is 1.345, and its variance score is 1.810. Overall interpretation: the mean score for safety behaviour among the RMR Officers is 3.74, equal to moderately high.

Table 4.6
Analysis Mean, Standard Deviation and Variance

Item	Mean	Interpretation score mean	Std. Deviation	Variance
I use all necessary safety equipment to do my job.	4.26	High	.842	.709
I carry out my work in a safe manner.	4.23	High	.727	.529
I follow correct safety rules and procedures while carrying out my job.	4.24	High	.774	.599
Occasionally due to lack of time, I deviate from correct and safe work procedures.	3.27	Moderate high	1.274	1.624
Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures.	3.23	Moderate high	1.345	1.810
It is not always practical to follow all safety and procedures while doing a job.	3.26	Moderate high	1.321	1.745
Overall mean	3.74			
Interpretation score mean	Moderate high			

4.7 Factors (Management Commitment, Safety Training, Safety Communication & Feedback, and Safety Leadership) that Influence Safety Behaviour among the RMR Officers

In this section, the data is analysed by the researcher by employing pearson correlation, the one-way ANOVA, and multiple regression.

4.7.1 Pearson Correlation

Table 4.7 displays the Pearson Correlation coefficient values, which serve as indicators of the associations between different factors, including management commitment, safety training, safety communication & feedback, safety leadership, and safety behavior. The findings of the analysis demonstrate a noteworthy association between the level of commitment exhibited by management and the observed safety behaviors. The research findings reveal a Pearson Correlation coefficient of 0.203. The perceived value is characterized by weak and positive (or a modest yet positive influence). The study revealed a significant correlation coefficient of 0.215 between the provision of safety training and the subsequent manifestation of safety behavior. The perceived value is characterized by a relatively weak and positive (or weak strength and falls within the positive spectrum). The study unveiled a significant correlation coefficient of 0.423 between safety communication and feedback and safety behavior. This finding suggests a notable correlation between these variables. The characterization of the value is described as modest and positive. The research findings suggest a significant association between safety leadership and safety behavior, as indicated by a Pearson Correlation coefficient of 0.156. The perceived value exhibits a very weak and positive (or low level of strength and is oriented towards a positive direction)

Table 4.7
Pearson Correlation

		MC	ST	SCF	SL	SB
Management Commitment (MC)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	179				
Safety Training (ST)	Pearson Correlation	.657**	1			
	Sig. (2-tailed)	.000				
	N	179	179			
Safety Communication and Feedback (SCF)	Pearson Correlation	.525**	.530**	1		
	Sig. (2-tailed)	.000	.000			
	N	179	179	179		
Safety Leadership (SL)	Pearson Correlation	.732**	.636**	.528**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	179	179	179	179	
Safety Behaviour (SB)	Pearson Correlation	.203**	.215**	.423**	.156*	1
	Sig. (2-tailed)	.006	.004	.000	.037	
	N	179	179	179	179	179

4.7.2 The One-Way ANOVA

Table 4.8 show the one-Way ANOVA result. The One-Way ANOVA to determine if the means are statistically different. Therefore, according to sig. value, the result shows that the factors (management commitment, safety training, safety communication and feedback, and safety leadership) and safety behaviour significantly different from one another.

Table 4.8
The One-Way ANOVA Result

		Sum of Squares	df	Mean Square	F	Sig.
Management Commitment	Between Groups	1072.216	16	67.013	3.925	.000
	Within Groups	2765.795	162	17.073		
	Total	3838.011	178			
Safety Training	Between Groups	708.820	16	44.301	1.918	.022
	Within Groups	3740.979	162	23.092		
	Total	4449.799	178			
Safety Communication and feedback	Between Groups	711.668	16	44.479	4.092	.000
	Within Groups	1761.002	162	10.870		
	Total	2472.670	178			
Safety Leadership	Between Groups	909.112	16	56.820	2.695	.001
	Within Groups	3415.111	162	21.081		
	Total	4324.223	178			

4.7.3 Multiple Regression

In this section, the data is analysed by the researcher according to model summary, ANOVA and coefficient.

4.7.3.1 Model Summary

Table 4.9 shows the results for the model summary from the regression analysis conducted in this study. R² indicates the percentage of variance in the dependent variable that was explained by the variation in the independent variables. The R square value of 0.187, which means 18.7 percent variance in Safety behaviour, can be explained by the independent variables (management commitment, safety training, safety communication and feedback, and safety leadership) taken together. Management commitment, safety training, safety communication and feedback, and safety leadership all contribute to explaining an approximate 81.3 percent unexplained variance. This is also indicating that there are other variables that were not involved in this study and could be added to strengthen the regression equation.

Table 4.9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.433 ^a	0.187	0.168	3.769	1.732

4.7.3.2 ANOVA

Table 4.10 shows ANOVA model of the study. Multiple regression analysis was run to predict Safety behaviour from management commitment, safety training, safety communication & feedback, and safety leadership. These variables are significantly predicted Safety Behaviour, $F(3, 174) = 10.012$, $p < 0.05$. Therefore, all variables are significant predictors of Safety Behaviour.

Table 4.10
ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	568.898	3	142.225	10.012	.000 ^b
	Residual	2471.850	174	14.206		
	Total	3040.749	178			

4.7.3.3 Coefficient

Table 4.11
Coefficient Analysis

Independent Variables	Standardized Coefficients	t	Sig
	Beta (β)		
Management Commitment	0.037	0.377	0.706
Safety Training	0.027	0.334	0.739
Safety Communication and Feedback	0.505	5.349	0.000
Safety Leadership	-0.113	-1.266	0.207

Table 4.11 show the coefficient analysis. According to the result, safety communication and feedback show the significant contribution to the safety behaviour thus the significant value is $P < 0.05$. The standardised coefficient (BETA) suggests that the variable exhibiting the highest value exerts the most substantial impact on safety behaviour. Therefore, safety behaviour is primarily influenced safety communication and feedback by the beta value of 0.505, resulting in a significant impact.

4.7.4 Summary of Hypothesis Testing

Table 4.12 shows the finding of the summarized for the study on the relationship between factors management commitment, safety training, safety communication & feedback, and safety leadership that influence safety behavior among the RMR Officers. The results of the hypothesis testing suggest that H₃ provides support for the evidence of a statistically significant and positive relationship between safety communication and feedback, and safety behavior. H₁, H₂, and H₄ demonstrate a lack in providing sufficient evidence.

Table 4.12
Summary of Hypothesis

Hyphotesis	Relationship	Beta (β)	T-value	P-value	Result
H ₁	Management commitment and safety behaviour	0.037	0.377	0.706	Not supported
H ₂	Safety training and safety behaviour.	0.027	0.334	0.739	Not supported
H ₃	Safety communication and feedback, and safety behaviour	0.505	5.349	0.000	Supported
H ₄	Safety leadership and safety behaviour	-0.113	-1.266	0.207	Not supported

4.8 Conclusion

In this chapter, the researcher describes the reliability test, response rate, respondent profile, level of safety behaviour among the RMR Officers, unit of analysis, and factors (management commitment, safety training, safety communication & feedback, and safety leadership) that influence safety behaviour among the RMR Officers. The response rate was 76.4 %, and the majority of respondents' services lasted more than 10 years. The mean score for safety behaviour among the RMR Officers is 3.74, interpreted as the level of safety behaviour among the RMR Officers being moderately high. According to the Pearson Correlation value, the result shows that management commitment, safety training, safety communication & feedback, and safety leadership have a statistically significant relationship with safety behaviour. However, according to Multiple Regression analysis, there is a significant and positive relationship between Safety communication and feedback, and safety behaviour. Therefore, reject H_1 , H_2 , and H_4 , and accepted H_3 . In the next chapter, the researcher will discuss the research discussion and conclusion.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

In this chapter, the researcher describe on discussion on finding, recommendations, limitations, and conclusion.

5.2 Discussion on Finding

Hence, this section discusses the findings of the current study's result based on its objectives discussed in chapter one which are:

5.2.1 To identify the level of safety behavior among the RMR Officers

To justify this research objective, the method of mean score interpretation was adopted. A mean scale score refers to the average level of safety behaviour among the RMR Officers. A mean scale score is calculated by adding all individual scores and dividing by the number of total scores. Therefore, the overall interpretation of the mean score for safety behaviour among the RMR Officers is 3.74, equal to moderately high. The results indicate that the safety behaviour demonstrated by RMR Officers surpasses the average level. The officers of the RMR consistently prioritise the use of suitable safeguards in order to execute their duties in a manner that minimises risk. This in line with Baker et al., (2021), where, workers who take safety seriously are largely responsible for the widespread enforcement of safety regulations in the workplace. There are three types of self-evaluation of safety behavior structural involves participation in planned safety activities, and interactive involves participation in everyday safety activities involving contact with colleagues and management; and individual, which involves measuring behaviour promoting personal

protection. RMR Officers demonstrate a strict commitment to adhering to established safety protocols and procedures. According to Baye et al., (2022), it is a legal requirement that employers provide their staff with training on how to properly operate any safety equipment that the company invests in for the protection of its workers.

In addition to this, there is also the risk that a worker will sustain a serious injury as a direct result of improper use of the safety equipment that has been provided. Additionally, resting on the shoulders of the employer is the responsibility of ensuring that each and every piece of equipment is utilised in the appropriate manner. However, it has been noted that time limitations can sometimes lead to situations where RMR Officers may not consistently comply with the appropriate and secure protocols for their work. This is behaviour that should be strongly discouraged. It is important to acknowledge that RMR Officers, due to their considerable expertise in the field, may occasionally deviate from established protocols for correct and safe work procedures. This is a factor that warrants consideration. Notwithstanding this, it is advisable and prudent to adhere rigorously to all safety regulations and protocols.

Bodziany and Kauny (2021) and Ohlsson (2020) assert that behavioral theory encompasses a psychological theoretical framework that prioritizes the systematic observation and examination of observable behaviors, while affording comparatively less significance to internal cognitive processes. The reason for this is that behavioral theory prioritizes the systematic observation and examination of observable behaviors. In the RMR structure, behavior can be conceptualized as a response to a diverse range of stimuli that are present within the immediate environment. Moreover, there has been a notable rise in the implementation of interventions intended for altering the behavior of RMR officers in recent decades. These interventions are progressively assuming a prominent position in

military operations. This statement posits the presence of conditioning as a contributing factor to the acquisition of behavioral patterns, aligning with the findings of Boe and Bang (2017) and Qi et al. (2021). The phenomenon is distinguished by the link between a stimulus lacking intrinsic significance and a stimulus possessing meaningful relevance, resulting in a response from the addressee of the stimulus. As stated by Davis et al. (2015), the theory of behavior posits that the way an organism behaves is a response to the presence of different stimuli in its immediate surroundings. Consequently, the theory of behavior posits that behavior is a response among the RMR officers. Therefore, it indicated inputs possess the capability to elicit feedback, which can either be naturally occurring or learned.

5.2.2 To Identify Factors (Management Commitment, Safety Training, Safety Communication & Feedback, and Safety Leadership) that Influence Safety Behavior among the RMR Officers

The Multiple regression methods were employed to provide a rationale for the relationship between independent variables, namely management commitment, safety training, safety communication and feedback, and safety leadership, and dependent variable namely, safety behavior.

First, independent variables, namely safety communication and feedback, show a significant relationship with safety behavior. This is supported by the standardized coefficient (BETA), which has a significant value of $P < 0.05$. Therefore, the results indicate that safety communication and feedback have a statistically significant and positive relationship with safety behavior ($\beta = 0.505$, $t = 5.349$, $p < 0.000$). Hence, Hypothesis 3 (H_3) is supported and accepted by multiple regression to determine the significant relationship between safety communication and feedback, and safety behavior. The finding is also supported by Mashhi et al. (2020), Isa et al. (2021), and Mohamed and Nur (2020),

where safety communication and feedback have a significant relationship with safety behavior. According to Mashi et al. (2020), in order to guarantee the effectiveness, this necessitates the establishment of comprehensive communication and feedback systems pertaining to safety behaviour. Besides, according to Isa et al. (2021), effective safety communication and feedback systems makes easier for employees to comply with safety protocols, which in turn helps to cultivate a more robust safety culture within the organisation. Meanwhile, according to Mohamed and Nur, (2020), the perception of a secure working environment and the propensity of workers to engage in safety behaviors while performing their duties establishes a fundamental basis for management to proficiently tackle safety and health issues within the department, therefore it is importance of continuously enhancing strategies aimed at ensuring the welfare of the organization.

Apart from that, according to Kassim et al., (2021), effective communication on the part of the employer is crucial for the maintenance of a healthy culture, the acquisition of support and participation, and the engagement of employees in safety-related activities. Therefore, these has been demonstrated that safety communication and feedback influences adherence to safety behaviours and ensures the safety of not only individuals, but also groups and society as a whole. RMR Officers possibly will benefits from the fact that safety communication and feedback influences adherence to safety behaviours.

Second, for independent variables, namely management commitment, safety training, and safety leadership, show no significant relationship with safety behavior. This is supported by the standardized coefficient (BETA) which the $P > 0.05$. Therefore, Hypothesis₁ (H₁) are not supported and rejected, where there is no significant relationship between management commitment and safety behavior ($\beta = -0.037$, $t = 0.377$, $p < 0.706$). The research conducted by Huang et al. (2012) provides support for the contention that

there is not a statistically significant relationship between management commitment and safety behavior. In the study conducted by Ali et al. (2022), the results demonstrate a significant disparity between safety compliance and management commitment. This finding implies that the implementation of a management commitment has the potential to consistently enhance safety compliance. Therefore, the importance of a management commitment cannot be overstated, especially given the ongoing advancements in welfare and safety behaviours. Thus, it is the researcher's opinion that the effective integration of management commitment requirements is crucial to attaining sustained enhancement in safety behavior compliance.

Hypothesis 2 (H2) is also not supported and rejected, where there is no significant relationship between safety training and safety behavior ($\beta = 0.027$, $t = 0.334$, $p < 0.739$). This indicates that the RMR officers reflect that safety training is not to be focused on safety behaviour since the majority of respondents in this study have trained at the National Defence University of Malaysia (51.4%), followed by 20.7% who are graduate officer trainees, 19.6% from Amy College, 6.1% from Cadet Wing, Royal Military College, and 2.2% from overseas cadets. According to Isa et al. (2021) the success of safety training and the increase in safety knowledge among employees, which in turn leads to greater adherence to safety protocols and the development of a more robust safety behaviour within the organization, vice versa. Besides that, if safety training implemented correctly, it will be beneficial to the organization as well as the workplace in the sense that it will change unsafe working behaviors, improve workplace safety, minimize lost production hours, and result in good safety management. According to Zainora et al., (2019), training that is based on employee behavior is an encouraging step toward creating a more secure workplace culture. It is important to focus on behavior-based safety because

more than 80 % of all accidents are caused by the decisions we make and the way we behave (Wróbel, 2021).

Hypothesis 4 (H₄) is also not supported and rejected, where there is no significant relationship between safety leadership and safety behavior ($\beta = -0.113$, $t = -1.266$, $p < 0.207$). This indicates that the RMR officers reflect that safety leadership does not impact their safety behavior. Behavior can be understood as a reaction to various stimuli that are present in the surrounding environment. The prevalence of interventions designed to modify individuals' behaviors has significantly increased in recent decades, and these interventions are increasingly playing a significant role in military operations. According to Zwiebach et al. (2019), the use of behavioral theory has the potential to provide valuable insights for the development and implementation of leadership strategies within the military context. The researcher's opinion is that leaders have the ability to effectively enhance motivation and encourage desirable conduct among their subordinates through the implementation of positive reinforcement techniques, including the use of recognition and rewards. Additionally, according to Wei and Kuo (2023), it is absolutely necessary to acknowledge the significance of taking into account the perception of risk, the values associated with safety behavior, and the capability to act as a mediator between safety leadership and safety compliance.

5.3 Implications and Recommendation

The results indicate that the safety behaviour demonstrated by RMR Officers surpasses the average level. Therefore, researcher identify two crucial elements for effective safety behaviour in an organisation are the establishment of a secure environment and the promotion of safety behaviour in the workplace. This understanding ultimately facilitates the development and successful implementation of comprehensive safety

systems and protocols. In order to achieve effectiveness, precautionary measures necessitate active engagement from the workforce, despite their initial appearance of soundness and comprehensiveness. The connection between the effectiveness of a risk control and management strategy and the actions of individuals across all hierarchical levels within an RMR is widely recognised. Merely possessing efficacious policies and procedures is inadequate. The value of these solutions is contingent upon the implementation strategies employed by the organisation. Consequently, the implementation of behavioural safety techniques is anticipated to enhance the overall state of health and safety by deterring hazardous conduct and growing enduring commitment from management, as well as promoting safety training, communication, feedback, and leadership.

Accordingly, the concept of safety communication and feedback holds significant importance when analysing the behaviours of RMR Officers in relation to safety, serving as a vital primary indicator of accidents and injuries. Therefore, the distinguishing characteristics of various organisations include communication pertaining to appropriate safety measures, the provision of feedback, and the maintenance of consistent communication between personnel and management. Apart from that, the relationship between management commitment and safety behaviour is evident in the context of RMR Officers, as they demonstrate commendable safety behaviour due to the dedication of management towards ensuring safety. This phenomenon can be attributed to the fact that officers of the RMR receive backing from their respective management. The officers of the RMR already demonstrate a notable degree of vigilance towards potential safety implications in the future. Consequently, this measure will strengthen the officers' safety practises and foster a heightened level of proactivity.

5.4 Limitations of the study

While undertaking this study, the researchers certainly faced various kinds of limitations and difficulties. First, the researchers are operating within stringent temporal limitations to complete the research. Henceforth, the presence of time limitations is exerting an adverse influence on the progress of this research activity.

Second limitation on the questionnaire timeframe. When the questionnaire was given out to 26 RMR units, the researcher mentioned a timeframe for all respondents to submit their responses within a week. However, the majority of respondents were unable to complete the questionnaire during the data collection period due to a variety of work-related restrictions such as military operations.

Writing the literature review was the third difficulty the researcher ran into while conducting this study. There are not many sources for the study's subject, and the majority of previous research only looked at safety behavior in various industries rather than in Malaysia's military. The researcher takes some time to find pertinent references because the study focuses on the military sector and aspects such as management commitment, safety training, safety communication & feedback, and safety leadership.

The methods used to acquire data are the fourth restriction. After the review of the findings of the research, the researchers acknowledge that the method they employed to collect data and evaluate variables limited their capacity to provide a thorough analysis of the results. For instance, the researcher had to refrain from adding an important consideration in the questionnaire when the questions were posed from an alternate viewpoint. In other cases, the researcher recognizes the issue by urging future researchers to modify their data collection techniques to include the missing elements.

Last limitation are researchers' viewpoints may be biased which can undermine the validity of a study. It's possible that researchers will only look at data and findings that support the theories or points of view.

5.5 Recommendation for Future Researcher

Future researchers are provided some suggestions so that research on examining factors impacting RMR Officers' safety behavior, such as management commitment, safety training, safety communication & feedback, and safety leadership, will yield the best results possible. The following are some ideas:

This is quantitative research that uses questionnaire instruments. It is suggested that future research employ qualitative methodologies, such as cheapening the military, which is directly associated with safety.

The selection of 179 RMR Officers as research subjects from a population of 565 officers (Rank from Major (Maj) to Captain (Capt), Lieutenant (Lt), and 2nd Lieutenant (2nd Lt)) provided a restricted finding. As a result, future studies should consider increasing the number of samples and expanding the population.

It is proposed by researchers of the future that a thorough examination be carried out to examine the myriad of elements that have an effect on safety behaviour. The aforementioned aspects include a wide variety of additional characteristics in addition to safety motivation and safety culture.

Future researchers should conduct an evaluation to see whether or not the research challenge was well defined and whether or not the approach used to collect data was accurate. The fundamental objective should be to lessen the impact that bias has on the perceptions of different people. Researchers will be able to evaluate the performance of the

data collection technique with the assistance of this information, which will ensure that the procedure is precise and appropriate.

5.6 Conclusion

In this chapter, the researcher has described on discussion on finding, recommendations, and limitations. Therefore, for overall conclusion of the study, response rate was 76.4 %, and the majority of respondents' services lasted more than 10 years. The mean score for safety behaviour among the RMR Officers is 3.74, interpreted as the level of safety behaviour among the RMR Officers being moderately high. RMR officers give the usage of suitable security measures a high priority in order to reduce risk and ensure that workplace safety regulations are rigorously implemented. Organizations instruct their personnel on how to utilize safeguards, and they demonstrate a strong commitment to following the laws and regulations governing safety. According to behavioral theory, which emphasizes systematic observation and research of outward behaviors, the conduct of RMR officers is a response to many cues in their environment.

According to Multiple Regression analysis, there is a significant and positive relationship between Safety communication and feedback, and safety behaviour ($\beta = 0.505$, $t = 5.349$, $p < 0.000$), and indicate that effective safety communication and feedback systems makes easier for employees to comply with safety protocols, which in turn helps to cultivate a more robust safety culture within the RMR institution. Safety communication and feedback are crucial for ensuring safety behavior and compliance with protocols within an organization. They foster a robust safety culture, a secure working environment, and employee engagement in safety-related activities. Effective employer communication maintains a healthy culture, acquiring support and participation, and engaging employees in safety-related activities. Safety communication

and feedback influence adherence to safety behaviors, ensuring the safety of individuals, groups, and society as a whole. RMR Officers may benefit from the influence of safety communication and feedback on adherence to safety behaviors.

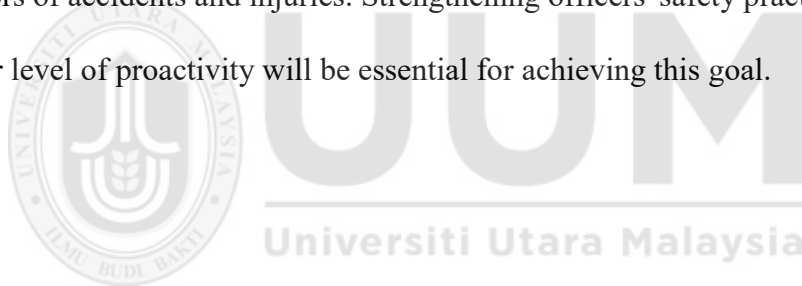
The study found no significant relationship between management commitment, safety training, and safety leadership and safety behaviour. The findings of this study do not lend credence to the first hypothesis (H1) because there is no statistically significant connection between management commitment and safety behaviors. It is impossible to place an adequate amount of emphasis on the significance of management's dedication, particularly in regard to the unceasing improvement of safety and health measures. It is absolutely necessary to effectively incorporate the management commitment requirements in order to accomplish long-term improvements in safety behavior compliance.

Hypothesis 2 (H2) also shows no significant relationship between safety training and behaviour. The majority of respondents (51.4%) have trained at the National Defence University of Malaysia, followed by 20.7% who are graduate officer trainees, 19.6% from Amy College, 6.1% from Cadet Wing, Royal Military College, and 2.2% from overseas cadets. The success of safety training and increasing safety knowledge among employees leads to greater adherence to safety protocols and the development of more robust safety behaviour within the organisation.

Hypothesis 4 (H4) also shows no significant relationship between safety leadership and safety behaviour. The study suggests that leaders can effectively enhance motivation and encourage desirable conduct among their subordinates through positive reinforcement techniques, including recognition and rewards. It is crucial to acknowledge

the significance of taking into account the perception of risk, safety behaviour values, and the ability to act as a mediator between leadership and compliance.

To recapitulate, the study reveals that RMR Officers exhibit exceptional safety behavior, surpassing the average level. Effective safety behavior in an organization involves creating a secure environment and promoting safety workplace behavior. Active workforce engagement is crucial for risk control and management strategies. Implementing behavioral safety techniques enhances overall health and safety by deterring hazardous conduct, increasing management commitment, and promoting safety training, communication, feedback, and leadership. Safety communication and feedback are essential in analyzing RMR Officers' safety behaviors, as they serve as primary indicators of accidents and injuries. Strengthening officers' safety practices and fostering a higher level of proactivity will be essential for achieving this goal.



REFERENCES

- Abdullah, E., & Mohd Zahari, H. (2023). Defence Industry in Malaysia: Learning from the Past, Enhancing the Present and Synergizing the Future of Defence Industrialization. *International Journal of Academic Research in Business and Social Sciences*, 13(3). <https://doi.org/10.6007/IJARBSS/v13-i3/16266>
- Afuye, O., Omotayo A., Olubimbola O., & Tanko M. (2022). Perceptions of safety behaviour-modifying techniques in construction firms: insights from Lagos, Nigeria. *Acta structilia* (Online) vol.29 n.1 Bloemfontein 2022. ISSN 2415-0487. <http://dx.doi.org/10.18820/24150487/as29i13>.
- Al Adresi, A., & Darun, M. R. (2017). Determining relationship between strategic human resource management practices and organizational commitment. *International Journal of Engineering Business Management*, 9. <https://doi.org/10.1177/1847979017731669>
- Ali, P.O., Wyse, M.E., Odeniyi, K.O., Oludele, O.E., Ejomafuvwe, E., John, A. and Faremi, O.B. (2022). Evaluation of Safety Management System Effectiveness in a Liquefied Natural Gas Company. *Open Journal of Safety Science and Technology*, 12, 31-42. <https://doi.org/10.4236/ojsst.2022.122003>
- Ajmal, M. A., Isha, A., & Nordin, S. (2021). Safety Management Practices and Occupational Health and Safety Performance: An Empirical Review. *Jinnah Business Review*, 9(2), 15–33. <https://doi.org/10.53369/DTOC3606>

- Andrews, A. S., Powers, J. R., Cichowicz, J. K., Coffey, C. C., Fries, M. L., Yorio, P. L., & D'alessandro, M. M. (2021). Respiratory Protection in a Time of Crisis: NIOSH Testing of International Respiratory Protective Devices for Emergency Use. *Health Security*, 19(4), 379–385. <https://doi.org/10.1089/hs.2020.0173>
- Andrade, C. (2019). *The P Value and Statistical Significance: Misunderstandings, Explanations, Challenges, and Alternatives*. https://doi.org/10.4103/IJPSYM.IJPSYM_193_19
- Baker, H., Alden, L. E., & Robichaud, M. (2021). A comparison of coping and safety-seeking behaviors. *Https://Doi.Org/10.1080/10615806.2021.1921161*, 34(6), 645–657. <https://doi.org/10.1080/10615806.2021.1921161>
- Bayram, M., Üngan, M. C., & Ardiç, K. (2017). The relationships between OHS prevention costs, safety performance, employee satisfaction and accident costs. *International Journal of Occupational Safety and Ergonomics*, 23(2), 285–296. <https://doi.org/10.1080/10803548.2016.1226607>
- Baye, B. F., Baye, M. F., Teym, A., & Derseh, B. T. (2022). Utilization of Personal Protective Equipment and Its Associated Factors Among Large Scale Factory Workers in Debre Berhan Town, Ethiopia. *Environmental Health Insights*, 16. <https://doi.org/10.1177/11786302221102324>
- Bergman B., Lindahl, C., Andersson, I. M., & Rosén, G. (2023). Motivational factors for occupational safety and health improvements: A mixed-method study within the Swedish equine sector. *Safety Science*, 159, 106035. <https://doi.org/10.1016/J.SSCI.2022.106035>

- Bhui, K., Dinos, S., Galant-Miecznikowska, M., Jongh, B. de, & Stansfeld, S. (2016). Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organisations: a qualitative study. *BJPsych Bulletin*, 40(6), 318. <https://doi.org/10.1192/PB.BP.115.050823>
- Blakey, S. M., & Abramowitz, J. S. (2016). The effects of safety behaviors during exposure therapy for anxiety: Critical analysis from an inhibitory learning perspective. *Clinical Psychology Review*, 49, 1–15. <https://doi.org/10.1016/j.cpr.2016.07.002>
- Bodziany, M., & Kałużny, R. (2021). Pro-Social and Altruistic Behaviors of Military Students in Random Events. *Journal of Academic Ethics*, 19(4), 555–569. <https://doi.org/10.1007/S10805-021-09393-6/TABLES/4>
- Boe, O., & Bang, H. (2017). The Big 12: The Most Important Character Strengths for Military Officers. *ATHENS JOURNAL OF SOCIAL SCIENCES*, 4(2), 161–174. <https://doi.org/10.30958/ajss.4-2-4>
- Cohen, L., Manion, L., & Morrison, K. (2011). *Research Methods in Education* (7th ed.). London: Routledge.
- Davis, R., Campbell, R., Hildon, Z., Hobbs, L., & Michie, S. (2015). Theories of behaviour and behaviour change across the social and behavioural sciences: a scoping review. *Health Psychology Review*, 9(3), 323. <https://doi.org/10.1080/17437199.2014.941722>
- Do, K.H. (2016). General Principles of Radiation Protection in Fields of Diagnostic Medical Exposure. *J Korean Med Sci*, 31, 6–9. <https://doi.org/10.3346/jkms.2016.31.S1.S6>

- Dursun, P., Alyagut, P., & Yılmaz, I. (2022). Meaning in life, psychological hardiness and death anxiety: individuals with or without generalized anxiety disorder (GAD). *Current Psychology* 2022 41:6, 41(6), 3299–3317. <https://doi.org/10.1007/S12144-021-02695-3>
- Dyregborg, J., Lipscomb, H. J., Nielsen, K., Törner, M., Rasmussen, K., Frydendall, K. B., Bay, H., Gensby, U., Bengtsen, E., Guldenmund, F., & Kines, P. (2022). Safety interventions for the prevention of accidents at work: A systematic review. In *Campbell Systematic Reviews* (Vol. 18, Issue 2). John Wiley and Sons Inc. <https://doi.org/10.1002/cl2.1234>
- Fadli, F. (2022). The Effect Of Military Discipline And Military Training Toward Unit Performance Of The 13 Th Engineering Construction Battalion.
- Ghasemi, A., & Zahediasl, S. (2012). Normality tests for statistical analysis: a guide for non-statisticians. *International journal of endocrinology and metabolism*, 10(2), 486–489. <https://doi.org/10.5812/ijem.3505>
- Ghazali, M., Rahman, A., Norhayati, W., & Othman, W. (2017). Factors Affecting Workplace Injuries At 73 Workshop Division Malaysian Army. In *Jurnal Sains Sosial Malaysian Journal of Social Science Jilid* (Vol. 2).
- Guo, D. (2018). Human factors risk assessment and management: Process safety in engineering. *Process Safety and Environmental Protection*, 113, 467–482. <https://doi.org/10.1016/J.PSEP.2017.11.018>

- Hadikusumo, B. H. W., Jitwasinkul, B., & Memon, A. Q. (2017). Role of Organizational Factors Affecting Worker Safety Behavior: A Bayesian Belief Network Approach. *Procedia Engineering*, 171, 131–139. <https://doi.org/10.1016/J.PROENG.2017.01.319>
- Hao, M., & Nie, Y. (2022). Hazard identification, risk assessment and management of industrial system: Process safety in mining industry. *Safety Science*, 154. <https://doi.org/10.1016/j.ssci.2022.105863>
- Hamid, A. R. A., Razak, A. R. A., Yusof, A. M., Jaya, R. P., Zakaria, R., Aminudin, E., Anuar, M. A. S. K., Yahya, K., Haron, Z., Yunus, R., & Rashid, I. A. (2019). Noncompliance of the occupational safety and health legislation in the Malaysian construction industry. *IOP Conference Series: Earth and Environmental Science*, 220(1). <https://doi.org/10.1088/1755-1315/220/1/012043>
- Harun, A., Salleh, R., Ananthan, M. Z., Wong, S. L., Mohaiyadin, W. L., & Jaid, N. M. H. (2020). An Overview of the Malaysian Defence Industry and Way Forward. *International Journal of Academic Research in Business and Social Sciences*, 10(8), 1076–1083. <https://doi.org/10.6007/IJARBSS/v10-i8/7715>
- Hassan, Z., Subramaniam, C., Mohd. Zain, M. L., Ramalu, S. S., & Mohd Shamsudin, F. (2020). Management Commitment And Safety Training As Antecedent Of Workers Safety Behavior. *International Journal of Supply Chain, Operation Management and Logistics*, 1(2), 12–20. <https://doi.org/10.35631/ijscol.12002>
- Huang, Y.H, Verma, S., Chang, W.R., Courtney, T., Lombardi, D. B., Melanye, P., & Melissa. (2012). Management commitment to safety vs. employee perceived

safety training and association with future injury. Accident; analysis and prevention. 47. 94-101. 10.1016/j.aap.2011.12.001.

Isa, A. A. M., Wahab, W. A., Omar, R. C., Nordin, M. Z. M., Taha, H., & Roslan, R. (2021). Factors influencing the compliance of workplace safety culture in the government linked company (GLC). *E3S Web of Conferences*, 325. <https://doi.org/10.1051/e3sconf/202132506005>

Kaya Uyanık, G., & Güler, N. (2013). *A Study on Multiple Linear Regression Analysis*. <https://doi.org/10.1016/j.sbspro.2013.12.027>

Kassim, M. A. M., Jumri, N. A. M., Abdullah, M. S., Saraih, U. N., & Nordin, N. (2021). *Management Commitment, Safety Training, Safety Communication and Safety Performance among Manufacturing Employees in Malaysia*.

Lixia N., & Yong L.. (2022). The Relationship Between Leadership Safety Commitment and Resilience Safety Participation Behavior. *Psychology Research and Behavior Management*. 2022:15 517–53.

Martin, H., Mohan, N., Ellis, L., & Dunne, S. (2021). Exploring the Role of PPE Knowledge, Attitude, and Correct Practices in Safety Outcomes on Construction Sites. *Journal of Architectural Engineering*, 27(4), 05021011. [https://doi.org/10.1061/\(ASCE\)AE.1943-5568.0000501](https://doi.org/10.1061/(ASCE)AE.1943-5568.0000501)

Mashi, M. S., Subramaniam, C., & Johari, J. (2020). The effect of management commitment to safety, and safety communication and feedback on safety behavior of nurses: the moderating role of consideration of future safety consequences. *International Journal of Human Resource Management*, 31(20), 2565–2594. <https://doi.org/10.1080/09585192.2018.1454491>

- McGonagle, A. K., Essenmacher, L., Hamblin, L., Luborsky, M., Upfal, M., & Arnetz, J. (2016). Management Commitment to Safety, Teamwork, and Hospital Worker Injuries. *Journal of Hospital Administration*, 5(6), 46. <https://doi.org/10.5430/JHA.V5N6P46>
- Fadhli Khairuddin M. Z., & Mohd Roslee N. A. (2020). The Relationship between Safety Behaviour and Safety Climate among Firemen. Environmental Health Section. Universiti Kuala Lumpur Institute of Medical Science Technology.
- Muntasser, K. (2017). Competency Assurance Management System: Enhancement of Assessment and Verification Process. *Pakistan Journal of Engineering Technology and Science (PJETS)*.
- My, L. N. (2017). *The Impact Of Employeesmotivation On Organizational Effectiveness*.
- Nkosi, M., Gupta, K., & Mashinini, M. (2020). Causes and Impact of Human Error in Maintenance of Mechanical Systems. *MATEC Web of Conferences* 312, 05001 (2020). <https://doi.org/10.1051/matecconf/202031205001>
- Nunnally, J. C. (1997). The Study of Change Evaluation Research: Principle Concerning Measurement Experimental Design and Analysis. In E. L. Dlm. Struening, & M. Guttentag (Eds.), *Handbook of Evaluation Research*. Beverly Hills: Sage.
- Ohlsson, A. (2020). *Adaptive behaviors and skills in high-level military staff work Coping with organizational demands, use of smooth power, and political skill*. <https://www.psychology.su.se/>

- Osman, A., Khalizani Khalid, A., & Mohsen AlFqeeh, F. (2019a). Exploring The Role Of Safety Culture Factors Towards Safety Behaviour In Small-Medium Enterprise. *International Journal of Entrepreneurship*, 23(3), 1939–4675.
- Qi, L., Gao, T., & Liang, X. (2021). *The Application of Behavior Theory in Classroom Instructional Reform*.
- Rahimi, P. T., & Mohamadzade, E. A. (2015). Safety Motivation and Work Pressure as Predictors of Occupational Accidents in the Petrochemical Industry. *Health Scope*, 4(4). <https://doi.org/10.17795/JHEALTHSCOPE-26492>
- Rusyda, H. M., & Abdul Aziz, S. F. (2021). The Development of Safety Behavior: A 30-Year Review. *International Journal of Academic Research in Economics and Management Sciences*, 10(1). <https://doi.org/10.6007/ijarems/v10-i1/9212>
- Schüler, M., & Matuszczyk, J. V. (2019). Safety Climate in Military Organizations: A Pilot Study of an Adjusted Multi-Domain Instrument. *Proceedings of the Human Factors and Ergonomics Society Annual Meeting*, 63(1), 1373–1377. <https://doi.org/10.1177/1071181319631253>
- Schneider, A., Hommel, G., & Blettner, M. (2010). *M E D I C I N E Linear Regression Analysis Part 14 of a Series on Evaluation of Scientific Publications*. <https://doi.org/10.3238/arztebl.2010.0776>
- Sharpe, L., Todd, J., Scott, A., Gatzounis, R., Menzies, R. E., & Meulders, A. (2022). Safety behaviours or safety precautions? The role of subtle avoidance in anxiety disorders in the context of chronic physical illness. *Clinical Psychology Review*, 92, 102126. <https://doi.org/10.1016/J.CPR.2022.102126>

- Skowron-Grabowska, B., & Sobociński, M. D. (2018). Behaviour Based Safety (BBS) - Advantages and Criticism. *Production Engineering Archives*, 20(20), 12–15.
<https://doi.org/10.30657/PEA.2018.20.03>
- Subramaniam, C., Mohd Shamsudin, F., Lazim Mohd Zin, M., Sri Ramalu, S., & Hassan, Z. (2016). The Influence of Safety Management Practices on Safety Behavior: A Study Among Manufacturing SMES in Malaysia. In *Int. J Sup. Chain. Mgt* (Vol. 5, Issue 4). <http://excelingtech.co.uk/>
- Subramaniam, Johari, Mashi, & Mohamad. (2023). The influence of safety leadership on nurses' safety behavior: The mediating role of safety knowledge and motivation. *Journal of Safety Research*. Volume 84, 2023. 117-128. ISSN 0022-4375.
<https://doi.org/10.1016/j.jsr.2022.10.013>.
- Syazwan Syah, Z., Sharifah Norkhadajah, S. I., Nor Halim, H., Muhammad Razif Mahadi, & Mohd Rafee, B. (2020). Assessing the Level of Safety Knowledge-Attitude-Behaviour (Safety KAB): A Case Study in a Public Cleansing Firm. *Journal of Safety, Health and Ergonomics*, 2(1), 1–7.
- Syah Zulkifly, S., Rafee Baharudin, M., & Hasan, N. H. (2021). *Safety Leadership and Safety Knowledge-Attitude-Behaviour (KAB) in Malay-sia's Manufacturing SMEs: A Higher Order Two-Stage Approach of PLS-SEM*.
<https://doi.org/10.20944/preprints202106.0527.v1>
- Syed Othman, S. O. (2005). *Rejimen Askar Melayu Diraja 1933-1968*.
- Tran, S. K. (2017). GOOGLE: a reflection of culture, leader, and management. *International Journal of Corporate Social Responsibility* 2017 2:1, 2(1), 1–14.
<https://doi.org/10.1186/S40991-017-0021-0>

- Tully, S., Wells, A., & Morrison, A. P. (2017). An exploration of the relationship between use of safety-seeking behaviours and psychosis: A systematic review and meta-analysis. *Clinical Psychology & Psychotherapy*, 24(6), 1384–1405. <https://doi.org/10.1002/CP.2099>
- Ulusoy, N., Mölders, C., Fischer, S., Bayur, H., Deveci, S., Demiral, Y., & Rössler, W. (2016). A Matter of Psychological Safety: Commitment and Mental Health in Turkish Immigrant Employees in Germany. *Journal of Cross-Cultural Psychology*, 47(4), 626–645. <https://doi.org/10.1177/0022022115626513>
- Ünal, Ö., Akbolat, M., Amarat, M., & Tilkilioğlu, S. (2021). The role of the human factor in occupational safety and health performance. *International Journal of Occupational Safety and Ergonomics*, 27(1), 179–184. <https://doi.org/10.1080/10803548.2018.1554932>
- Vandecoeveering, K. R. (2019). *Military Workplace: Employee Perception on Leadership Involvement and Safety Involvement and Safety*. <https://digitalcommons.memphis.edu/etd>
- Vinodkumar, M. N., & Bhasi, M. (2010). Safety management practices and safety behaviour: Assessing the mediating role of safety knowledge and motivation. *Accident Analysis and Prevention*, 42(6), 2082–2093. <https://doi.org/10.1016/j.aap.2010.06.021>
- Wei, S.-Y., & Kuo, Y.-K. (2023). The relationship among safety leadership, risk perception, safety culture, and safety performance: Military volunteer soldiers as a case study. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/FPSYG.2023.1000331>

- Wróbel, K. (2021). Searching for the origins of the myth: 80% human error impact on maritime safety. *Reliability Engineering & System Safety*, 216, 107942. <https://doi.org/10.1016/J.RESS.2021.107942>
- Zahiri Harsini, A., Ghofranipour, F., Sanaeinasab, H., Amin Shokravi, F., Bohle, P., & Matthews, L. R. (2020). Factors associated with unsafe work behaviours in an Iranian petrochemical company: Perspectives of workers, supervisors, and safety managers. *BMC Public Health*, 20(1), 1–13. <https://doi.org/10.1186/S12889-020-09286-0/TABLES/2>
- Zainol, N. A. M., Jusop, A. Z., Ridzuan, A. A., & Kamaruddin, S. (2019). Managing Malaysian Border: The Challenges and Prospects in Maintaining Security. *International Journal of Politics*, 1(3), 1–13. <https://doi.org/10.35631/ijppsw.13001>
- Zainora, H. H., Omar, M., S., N. S., Zulkipli, C. A., & M. Azrul, M. A. (2019). *FACTORS Affecting Safety Management System Performance: The Mediating Role Of Safety Culture Identity Management and Authentication Service on Blockchain Platform View project*. <https://www.researchgate.net/publication/335104773>
- Zhou, M., & Brown, D. (2015). *Educational Learning Theories: 2nd Edition*. <https://oer.galileo.usg.edu/education-textbooks/1>
- Zwiebach, L., Lannert, B. K., Sherrill, A. M., Mcsweeney, L. B., Sprang, K., Goodnight, J. R. M., Lewis, S. C., & Rauch, S. A. M. (2019). Military cultural competence in the context of cognitive behavioural therapy. *The Cognitive Behaviour Therapist*, 12, 1–13. <https://doi.org/10.1017/S1754470X18000132>

APPENDICES

APPENDIX A - Research Questionnaire



UNIVERSITI UTARA MALAYSIA KUALA LUMPUR

**FACTORS INFLUENCING SAFETY BEHAVIOUR AMONG
OFFICERS IN THE ROYAL MALAY REGIMENT**

SURVEY QUESTIONNAIRE

Dear Respondents,

This survey is conducted by **MUHAMMAD NIZAR BIN ZAABA**, final year postgraduate student that has enrolled for this program which is **Master of Science (Occupational Safety and Health Management)** from **Universiti Utara Malaysia Kuala Lumpur**. The **purpose** is to conduct a survey among Officers in The Royal Malay Regiment which specifically within the sector to fulfill the Master's requirement of the university.

All the information provided in this questionnaire will be confidential for the present study purposes. No information pertaining to individuals will be divulged to any third person or organization. In sum, the information obtained in this study will be used purely for academic purposes only.

Thank you very much for your cooperation.

Instructions:

- 1) There are **TWO (2)** sections in this questionnaire. Please answer **ALL** questions in **ALL** sections.
- 2) Completion of this form will take you approximately **10 to 15** minutes.
- 3) The contents of this questionnaire will be kept **strictly confidential**.

Section A: Demographic Profile (*Profile Demografi*)

Please place a tick (✓) in the appropriate answer.

(Sila letakkan tanda (✓) pada jawapan yang sesuai.)

1. Age: (*Umur:*)

- ☐ 20 – 29 years old (*20 – 29 tahun*)
- ☐ 30 – 39 years old (*30 – 39 tahun*)
- ☐ 40 – 49 years old (*40 – 49 tahun*)
- ☐ 50 years old and above (*50 tahun dan ke atas*)

2. Rank: (*Pangkat:*)

- ☐ Major (*Mejar*)
- ☐ Captain (*Kapten*)
- ☐ Lieutenant (*Leftenan*)
- ☐ 2nd Lieutenant (*Leftenan Muda*)

3. Unit: (*Pasukan:*)

- ☐ 1 RAMD
- ☐ 2 RAMD
- ☐ 3 RAMD
- ☐ 4 RAMD
- ☐ 5 RAMD
- ☐ 6 RAMD
- ☐ 7 RAMD
- ☐ 8 RAMD
- ☐ 9 RAMD (Para)
- ☐ 10 RAMD
- ☐ 11 RAMD
- ☐ 12 RAMD (Mek)
- ☐ 13 RAMD
- ☐ 14 RAMD (Mek)
- ☐ 15 RAMD
- ☐ 16 RAMD
- ☐ 17 RAMD (Para)

- ☐ 18 RAMD (Para)
- ☐ 19 RAMD (Mek)
- ☐ 20 RAMD
- ☐ 21 RAMD
- ☐ 22 RAMD
- ☐ 23 RAMD
- ☐ 24 RAMD
- ☐ 25 RAMD
- ☐ 26 RAMD

4. Year(s) of services in the organization: *(Tempoh Perkhidmatan di dalam Organisasi:)*

- ☐ Less than 1 *(Kurang daripada 1)*
- ☐ 1 – 5
- ☐ 6 – 10
- ☐ More than 10 *(Lebih daripada 10)*

5. Academic Level: *(Tahap Pendidikan)*

- ☐ SPM
- ☐ STPM
- ☐ Diploma
- ☐ Degree
- ☐ Master
- ☐ PHD

6. Training Academy Background: *(Latar Belakang Pusat Latihan:)*

- ☐ Cadet Wing, Royal Military College *(Cawangan Kadet, Maktab Tentera DiRaja)*
- ☐ Army College *(Kolej Tentera Darat)*
- ☐ Graduate Officer Training *(Latihan Pegawai Graduan)*
- ☐ National Defence University of Malaysia *(Universiti Pertahanan Nasional Malaysia)*
 - ☐ Oversea Cadet *(Kadet Luar Negara)* (Please Specify) _____
- ☐

Section B: Factors Influencing Safety Behaviour

Please circle your answer to each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

Sila bulatkan jawapan anda untuk setiap kenyataan dengan menggunakan 5 skala Likert [(1) = sangat tidak setuju; (2) = tidak bersetuju; (3) = sederhana; (4) = bersetuju dan (5) = sangat setuju]

Management Commitment

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Management respects, supports, and cares about my safety. <i>Pengurusan menghormati, menyokong dan mengambil berat tentang keselamatan saya</i>	1	2	3	4	5
2.	Management is responsible for conveying to soldiers the qualified importance of safety. <i>Pengurusan bertanggungjawab untuk menyampaikan kepada anggota mengenai kepentingan keselamatan yang layak.</i>	1	2	3	4	5
3.	The management's unwavering commitment to health and safety to workers/soldiers. <i>Komitmen pengurusan yang tidak berbelah bahagi terhadap kesihatan dan keselamatan pekerja/anggota.</i>	1	2	3	4	5
4.	The management are more likely to adhere to stringent safety procedures. <i>Pihak pengurusan lebih cenderung untuk mematuhi prosedur keselamatan yang ketat.</i>	1	2	3	4	5
5.	The management implementation guidelines which will result reduce the likelihood of injury. <i>Pihak pengurusan melaksanakan garis panduan yang membolehkan pengurangan berlakunya kecederaan.</i>	1	2	3	4	5
6.	I have secure working conditions. <i>Saya mempunyai persekitaran kerja yang selamat.</i>	1	2	3	4	5

Safety Training

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Training is designed to influence the actions of workers/soldiers toward safer outcomes. <i>Latihan yang direka untuk mempengaruhi tindakan pekerja/anggota ke arah yang lebih selamat.</i>	1	2	3	4	5
2.	Training prevented accidents and injuries. <i>Latihan mencegah kemalangan dan kecederaan.</i>	1	2	3	4	5
3.	Training be beneficial to the organization and improve workplace safety. <i>Latihan memberi manfaat kepada organisasi dan meningkatkan keselamatan tempat kerja.</i>	1	2	3	4	5
4.	Training will minimize lost production hours and result in good safety management. <i>Latihan akan mengurangkan kehilangan waktu produktiviti dan menghasilkan pengurusan keselamatan yang baik.</i>	1	2	3	4	5
5.	Training spreads safety information and helps reduce the occurrence of accidents. <i>Latihan menyebarkan maklumat keselamatan dan membantu mengurangkan kejadian kemalangan.</i>	1	2	3	4	5
6.	I received a systematic safety training program. <i>Saya menerima program latihan keselamatan yang sistematik.</i>	1	2	3	4	5

Safety Communication and Feedback

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My organization doesn't have a hazard reporting system where employees can communicate hazard information before incidents occurs. <i>Organisasi saya tidak mempunyai sistem pelaporan bahaya di mana pekerja boleh menyampaikan maklumat bahaya sebelum kejadian berlaku.</i>	1	2	3	4	5
2.	Management operates an open-door policy on safety issues. <i>Pengurusan mengendalikan dasar pintu terbuka mengenai isu keselamatan.</i>	1	2	3	4	5
3.	There is sufficient opportunity to discuss and deal with safety issues in meetings. <i>Terdapat peluang yang mencukupi untuk membincangkan dan menangani isu-isu keselamatan dalam mesyuarat.</i>	1	2	3	4	5
4.	The target and goals for safety performance in my organization are not clear to the workers. <i>Sasaran dan matlamat untuk prestasi keselamatan dalam organisasi saya tidak jelas kepada pekerja.</i>	1	2	3	4	5
5.	There is open communications about safety issues in this workplace. <i>Terdapat komunikasi terbuka mengenai isu keselamatan di tempat kerja ini.</i>	1	2	3	4	5

Safety Leadership

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I'm able to describe myself as a role model to obey safety rules. <i>Saya menggambarkan diri sebagai teladan untuk mematuhi peraturan keselamatan.</i>	1	2	3	4	5
2.	I always help my colleagues to recognize the importance of safety. <i>Saya selalu membantu rakan sekerja untuk menyedari kepentingan keselamatan.</i>	1	2	3	4	5
3.	I always encourage my colleagues to participate in safety activities. <i>Saya selalu menggalakkan rakan sekerja saya untuk menyertai aktiviti keselamatan.</i>	1	2	3	4	5
4.	The management in my battalion is effectively leading the unit to meet the workers/soldiers' needs and care for their safety. <i>Pengurusan dalam batalion saya memimpin pasukan dengan berkesan untuk memenuhi keperluan pekerja/ anggota dan menjaga keselamatan mereka.</i>	1	2	3	4	5
5.	The management in my battalion builds strong and positive relationships with the community (officers and soldiers). <i>Pengurusan dalam batalion saya membina hubungan yang kuat dan positif dalam komunitinya (pegawai dan anggota).</i>	1	2	3	4	5
6.	The management in my battalion proposes new and creative ideas for improving services or processes. <i>Pihak pengurusan dalam batalion saya mencadangkan idea baharu dan kreatif untuk menambah baik perkhidmatan atau proses.</i>	1	2	3	4	5

Section C: Safety Behaviour

Please circle your answer to each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

Sila bulatkan jawapan anda untuk setiap kenyataan dengan menggunakan 5 skala Likert [(1) = sangat tidak setuju; (2) = tidak bersetuju; (3) = sederhana; (4) = bersetuju dan (5) = sangat setuju]

Safety Behaviour

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I use all necessary safety equipment to do my job. <i>Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan tugas saya.</i>	1	2	3	4	5
2.	I carry out my work in aa safe manner. <i>Saya menjalankan kerja saya dengan cara yang selamat</i>	1	2	3	4	5
3.	I follow correct safety rules and procedures while carrying out my job. <i>Saya mengikut peraturan dan prosedur keselamatan yang betul semasa menjalankan tugas saya.</i>	1	2	3	4	5
4.	Occasionally due to lack of time, I deviate from correct and safe work procedures. <i>Kadang-kadang kerana kekurangan masa, saya menyimpang dari prosedur kerja yang betul dan selamat.</i>	1	2	3	4	5
5.	Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures. <i>Kadang-kadang kerana terlalu biasa dengan pekerjaan itu, saya menyimpang dari prosedur kerja yang betul dan selamat.</i>	1	2	3	4	5
6.	It is not always practical to follow all safety and procedures while doing a job. <i>Ia tidak selalu praktikal untuk mengikuti semua keselamatan dan prosedur semasa melakukan pekerjaan.</i>	1	2	3	4	5

**END OF QUESTIONNAIRE/ TAMAT SOAL SELIDIK
THANK YOU/ TERIMA KASIH**

APPENDIX B – SPSS OUTPUT

Reliability Analysis for Pilot Test

Management Commitment

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's		
Alpha	N of Items	
.914	6	

Safety Training

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's		
Alpha	N of Items	
.931	6	

Safety Communication and Feedback

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's		
Alpha	N of Items	
.686	5	

Safety Leadership

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's		
Alpha	N of Items	
.952	6	

Safety Behaviour

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.649	6



UUM
Universiti Utara Malaysia

Normality Test for Pilot Test

Descriptives

		Statistic	Std. Error
Management Commitment	Mean	4.09	.068
[Management respects, supports, and cares about my safety. Pengurusan menghormati, menyokong dan mengambil berat tentang keselamatan saya]	95% Confidence Interval for Lower Bound	3.96	
	Mean Upper Bound	4.23	
	5% Trimmed Mean	4.17	
	Median	4.00	
	Variance	.817	
	Std. Deviation	.904	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.836	.182
	Kurtosis	.401	.361
Management Commitment	Mean	4.13	.060
[Management is responsible for conveying to soldiers the qualified importance of safety. Pengurusan bertanggungjawab untuk menyampaikan kepada anggota mengenai kepentingan keselamatan yang layak.]	95% Confidence Interval for Lower Bound	4.02	
	Mean Upper Bound	4.25	
	5% Trimmed Mean	4.19	
	Median	4.00	
	Variance	.645	
	Std. Deviation	.803	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.972	.182
	Kurtosis	1.603	.361
Management Commitment	Mean	4.03	.071
[The management's unwavering commitment to health and safety to workers/soldiers. Komitmen pengurusan yang tidak berbelah bahagi terhadap kesihatan dan keselamatan pekerja/anggota.]	95% Confidence Interval for Lower Bound	3.89	
	Mean Upper Bound	4.17	
	5% Trimmed Mean	4.11	
	Median	4.00	
	Variance	.915	
	Std. Deviation	.957	
	Minimum	1	
	Maximum	5	

	Range	4	
	Interquartile Range	2	
	Skewness	-.913	.182
	Kurtosis	.683	.361
Management Commitment	Mean	4.02	.072
[The management are more likely to adhere to stringent safety procedures. Pihak pengurusan lebih cenderung untuk mematuhi prosedur keselamatan yang ketat.]	95% Confidence Interval for Lower Bound	3.87	
	Mean Upper Bound	4.16	
	5% Trimmed Mean	4.11	
	Median	4.00	
	Variance	.938	
	Std. Deviation	.968	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.972	.182
	Kurtosis	.893	.361
Management Commitment	Mean	4.16	.066
[The management implementation guidelines which will result reduce the likelihood of injury. Pihak pengurusan melaksanakan garis panduan yang membolehkan pengurangan berlakunya kecederaan.]	95% Confidence Interval for Lower Bound	4.03	
	Mean Upper Bound	4.29	
	5% Trimmed Mean	4.25	
	Median	4.00	
	Variance	.777	
	Std. Deviation	.881	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-1.170	.182
	Kurtosis	1.650	.361
Management Commitment [I	Mean	4.13	.065
have secure working conditions. Saya mempunyai persekitaran kerja yang selamat.]	95% Confidence Interval for Lower Bound	4.00	
	Mean Upper Bound	4.26	
	5% Trimmed Mean	4.20	
	Median	4.00	
	Variance	.753	
	Std. Deviation	.868	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	

Management Commitment	Skewness		-.826	.182
	Kurtosis		.315	.361
	Mean		24.56	.347
	95% Confidence Interval for	Lower Bound	23.88	
	Mean	Upper Bound	25.25	
	5% Trimmed Mean		24.93	
	Median		25.00	
	Variance		21.562	
	Std. Deviation		4.643	
	Minimum		6	
	Maximum		30	
	Range		24	
	Interquartile Range		6	
	Skewness		-1.059	.182
	Kurtosis		1.564	.361
Safety Training [Training is designed to influence the actions of workers/soldiers toward safer outcomes. Latihan yang direka untuk mempengaruhi tindakan pekerja/anggota ke arah yang lebih selamat.]	Mean		4.08	.072
	95% Confidence Interval for	Lower Bound	3.94	
	Mean	Upper Bound	4.23	
	5% Trimmed Mean		4.17	
	Median		4.00	
	Variance		.931	
	Std. Deviation		.965	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.928	.182
	Kurtosis		.442	.361
Safety Training [Training prevented accidents and injuries. Latihan mencegah kemalangan dan kecederaan.]	Mean		4.00	.070
	95% Confidence Interval for	Lower Bound	3.86	
	Mean	Upper Bound	4.14	
	5% Trimmed Mean		4.07	
	Median		4.00	
	Variance		.865	
	Std. Deviation		.930	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.890	.182
	Kurtosis		.659	.361

Safety Training [Training be beneficial to the organization and improve workplace safety. Latihan memberi manfaat kepada organisasi dan meningkatkan keselamatan tempat kerja.]	Mean	4.05	.069
	95% Confidence Interval for Lower Bound	3.91	
	Mean Upper Bound	4.19	
	5% Trimmed Mean	4.12	
	Median	4.00	
	Variance	.857	
	Std. Deviation	.926	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.917	.182
	Kurtosis	.528	.361
Safety Training [Training will minimize lost production hours and result in good safety management. Latihan akan mengurangkan kehilangan waktu produktiviti dan menghasilkan pengurusan keselamatan yang baik.]	Mean	3.93	.072
	95% Confidence Interval for Lower Bound	3.79	
	Mean Upper Bound	4.07	
	5% Trimmed Mean	4.01	
	Median	4.00	
	Variance	.917	
	Std. Deviation	.958	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.797	.182
	Kurtosis	.478	.361
Safety Training [Training spreads safety information and helps reduce the occurrence of accidents. Latihan menyebarkan maklumat keselamatan dan membantu mengurangkan kejadian kemalangan.]	Mean	4.04	.068
	95% Confidence Interval for Lower Bound	3.90	
	Mean Upper Bound	4.17	
	5% Trimmed Mean	4.12	
	Median	4.00	
	Variance	.836	
	Std. Deviation	.914	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-1.104	.182
	Kurtosis	1.467	.361
	Mean	3.93	.076

Safety Training [I received a systematic safety training program. Saya menerima program latihan keselamatan yang sistematik.]	95% Confidence Interval for	Lower Bound	3.78	
	Mean	Upper Bound	4.08	
	5% Trimmed Mean		4.01	
	Median		4.00	
	Variance		1.045	
	Std. Deviation		1.022	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.906	.182
	Kurtosis		.393	.361
Safety Training	Mean		24.03	.374
	95% Confidence Interval for	Lower Bound	23.30	
	Mean	Upper Bound	24.77	
	5% Trimmed Mean		24.41	
	Median		24.00	
	Variance		24.999	
	Std. Deviation		5.000	
	Minimum		6	
	Maximum		30	
	Range		24	
	Interquartile Range		6	
	Skewness		-.949	.182
	Kurtosis		.776	.361
Safety Communication and feedback [My organization doesn't have a hazard reporting system where employees can communicate hazard information before incidents occurs. Organisasi saya tidak mempunyai sistem pelaporan bahaya di mana pekerja boleh menyampaikan maklumat bahaya sebelum kejadian berlaku.]	Mean		3.22	.097
	95% Confidence Interval for	Lower Bound	3.03	
	Mean	Upper Bound	3.41	
	5% Trimmed Mean		3.24	
	Median		3.00	
	Variance		1.677	
	Std. Deviation		1.295	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.162	.182
	Kurtosis		-.945	.361
Safety Communication and feedback [Management operates an open-door policy	Mean		3.82	.074
	95% Confidence Interval for	Lower Bound	3.67	
	Mean	Upper Bound	3.96	

on safety issues.	5% Trimmed Mean	3.89	
Pengurusan mengendalikan	Median	4.00	
dasar pintu terbuka	Variance	.971	
mengenai isu keselamatan.]	Std. Deviation	.986	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.832	.182
	Kurtosis	.595	.361
Safety Communication and	Mean	3.84	.072
feedback [There is sufficient	95% Confidence Interval for	Lower Bound	3.70
opportunity to discuss and	Mean	Upper Bound	3.98
deal with safety issues in	5% Trimmed Mean	3.89	
meetings. Terdapat peluang	Median	4.00	
yang mencukupi untuk	Variance	.934	
membincangkan dan	Std. Deviation	.967	
menangani isu-isu	Minimum	1	
keselamatan dalam	Maximum	5	
mesyuarat.]	Range	4	
	Interquartile Range	2	
	Skewness	-.613	.182
	Kurtosis	-.032	.361
Safety Communication and	Mean	3.04	.094
feedback [The target and	95% Confidence Interval for	Lower Bound	2.86
goals for safety performance	Mean	Upper Bound	3.23
in my organization are not	5% Trimmed Mean	3.05	
clear to the workers.	Median	3.00	
Sasaran dan matlamat untuk	Variance	1.571	
prestasi keselamatan dalam	Std. Deviation	1.253	
organisasi saya tidak jelas	Minimum	1	
kepada pekerja.]	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.189	.182
	Kurtosis	-1.016	.361
Safety Communication and	Mean	3.84	.074
feedback [There is open	95% Confidence Interval for	Lower Bound	3.70
communications about safety	Mean	Upper Bound	3.99
issues in this workplace.	5% Trimmed Mean	3.90	
Terdapat komunikasi	Median	4.00	

terbuka mengenai isu keselamatan di tempat kerja ini.]	Variance		.987	
	Std. Deviation		.993	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.620	.182
	Kurtosis		-.167	.361
Safety Communication and feedback	Mean		17.76	.279
	95% Confidence Interval for	Lower Bound	17.21	
	Mean	Upper Bound	18.31	
	5% Trimmed Mean		17.81	
	Median		18.00	
	Variance		13.891	
	Std. Deviation		3.727	
	Minimum		7	
	Maximum		25	
	Range		18	
	Interquartile Range		5	
	Skewness		-.197	.182
	Kurtosis		-.015	.361
Safety Leadership [I'm able to describe myself as a role model to obey safety rules. Saya menggambarkan diri sebagai teladan untuk mematuhi peraturan keselamatan.]	Mean		4.03	.068
	95% Confidence Interval for	Lower Bound	3.89	
	Mean	Upper Bound	4.16	
	5% Trimmed Mean		4.09	
	Median		4.00	
	Variance		.836	
	Std. Deviation		.914	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.590	.182
	Kurtosis		-.350	.361
Safety Leadership [I always help my colleagues to recognize the importance of safety. Saya selalu membantu rakan sekerja untuk menyedari kepentingan keselamatan.]	Mean		4.01	.070
	95% Confidence Interval for	Lower Bound	3.87	
	Mean	Upper Bound	4.14	
	5% Trimmed Mean		4.09	
	Median		4.00	
	Variance		.871	
	Std. Deviation		.933	

	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-1.018	.182
	Kurtosis	1.104	.361
Safety Leadership [I always encourage my colleagues to participate in safety activities.Saya selalu menggalakkan rakan sekerja saya untuk menyertai aktiviti keselamatan.]	Mean	4.01	.070
	95% Confidence Interval for	Lower Bound	3.87
	Mean	Upper Bound	4.14
	5% Trimmed Mean	4.09	
	Median	4.00	
	Variance	.871	
	Std. Deviation	.933	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.934	.182
	Kurtosis	.918	.361
	Mean	4.07	.066
Safety Leadership [The management in my battalion is effectively leading the unit to meet the workers/soldiers' needs and care for their safety. Pengurusan dalam batalion saya memimpin pasukan dengan berkesan untuk memenuhi keperluan pekerja/ anggota dan menjaga keselamatan mereka.]	95% Confidence Interval for	Lower Bound	3.94
	Mean	Upper Bound	4.20
	5% Trimmed Mean	4.14	
	Median	4.00	
	Variance	.782	
	Std. Deviation	.884	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.822	.182
	Kurtosis	.551	.361
	Mean	4.06	.072
	95% Confidence Interval for	Lower Bound	3.92
Safety Leadership [The management in my battalion builds strong and positive relationships with the community (officers and soldiers). Pengurusan dalam batalion saya membina hubungan yang kuat dan	Mean	Upper Bound	4.20
	5% Trimmed Mean	4.15	
	Median	4.00	
	Variance	.923	
	Std. Deviation	.961	
	Minimum	1	
	Maximum	5	

positif dalam komunitinya (pegawai dan anggota).]	Range		4	
	Interquartile Range		1	
	Skewness		-1.085	.182
	Kurtosis		1.196	.361
Safety Leadership [The management in my battalion proposes new and creative ideas for improving services or processes. Pihak pengurusan dalam batalion saya mencadangkan idea baharu dan kreatif untuk menambah baik perkhidmatan atau proses.]	Mean		3.98	.068
	95% Confidence Interval for	Lower Bound	3.84	
	Mean	Upper Bound	4.11	
	5% Trimmed Mean		4.05	
	Median		4.00	
	Variance		.831	
	Std. Deviation		.912	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.811	.182
	Kurtosis		.634	.361
Safety Leadership	Mean		24.15	.368
	95% Confidence Interval for	Lower Bound	23.42	
	Mean	Upper Bound	24.87	
	5% Trimmed Mean		24.51	
	Median		24.00	
	Variance		24.293	
	Std. Deviation		4.929	
	Minimum		6	
	Maximum		30	
	Range		24	
	Interquartile Range		6	
	Skewness		-.953	.182
	Kurtosis		.915	.361
Safety Behaviour [I use all necessary safety equipment to do my job. Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan tugas saya.]	Mean		4.26	.063
	95% Confidence Interval for	Lower Bound	4.13	
	Mean	Upper Bound	4.38	
	5% Trimmed Mean		4.33	
	Median		4.00	
	Variance		.709	
	Std. Deviation		.842	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	

	Skewness	-1.031	.182
	Kurtosis	.771	.361
Safety Behaviour [I carry out my work in a safe manner. Saya menjalankan kerja saya dengan cara yang selamat]	Mean	4.23	.054
	95% Confidence Interval for Lower Bound	4.13	
	Mean Upper Bound	4.34	
	5% Trimmed Mean	4.29	
	Median	4.00	
	Variance	.529	
	Std. Deviation	.727	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.924	.182
	Kurtosis	1.666	.361
Safety Behaviour [I follow correct safety rules and procedures while carrying out my job. Saya mengikut peraturan dan prosedur keselamatan yang betul semasa menjalankan tugas saya.]	Mean	4.24	.058
	95% Confidence Interval for Lower Bound	4.13	
	Mean Upper Bound	4.35	
	5% Trimmed Mean	4.29	
	Median	4.00	
	Variance	.599	
	Std. Deviation	.774	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.886	.182
	Kurtosis	.913	.361
Safety Behaviour [Occasionally due to lack of time, I deviate from correct and safe work procedures. Kadang-kadang kerana kekurangan masa, saya menyimpang dari prosedur kerja yang betul dan selamat.]	Mean	3.27	.095
	95% Confidence Interval for Lower Bound	3.08	
	Mean Upper Bound	3.46	
	5% Trimmed Mean	3.30	
	Median	4.00	
	Variance	1.624	
	Std. Deviation	1.274	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.384	.182
	Kurtosis	-.905	.361

Safety Behaviour [Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures. Kadang-kadang kerana terlalu biasa dengan pekerjaan itu, saya menyimpang dari prosedur kerja yang betul dan selamat.]	Mean		3.23	.101
	95% Confidence Interval for	Lower Bound	3.04	
	Mean	Upper Bound	3.43	
	5% Trimmed Mean		3.26	
	Median		3.00	
	Variance		1.810	
	Std. Deviation		1.345	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.297	.182
	Kurtosis		-1.121	.361
Safety Behaviour [It is not always practical to follow all safety and procedures while doing a job. Ia tidak selalu praktikal untuk mengikuti semua keselamatan dan prosedur semasa melakukan pekerjaan.]	Mean		3.26	.099
	95% Confidence Interval for	Lower Bound	3.07	
	Mean	Upper Bound	3.46	
	5% Trimmed Mean		3.29	
	Median		3.00	
	Variance		1.745	
	Std. Deviation		1.321	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.259	.182
	Kurtosis		-1.052	.361
Safety Behaviour	Mean		22.50	.309
	95% Confidence Interval for	Lower Bound	21.89	
	Mean	Upper Bound	23.11	
	5% Trimmed Mean		22.53	
	Median		23.00	
	Variance		17.083	
	Std. Deviation		4.133	
	Minimum		6	
	Maximum		30	
	Range		24	
	Interquartile Range		6	
	Skewness		-.170	.182
	Kurtosis		.484	.361

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Management Commitment [Management respects, supports, and cares about my safety. Pengurusan menghormati, menyokong dan mengambil berat tentang keselamatan saya]	.233	179	.000	.826	179	.000
Management Commitment [Management is responsible for conveying to soldiers the qualified importance of safety. Pengurusan bertanggungjawab untuk menyampaikan kepada anggota mengenai kepentingan keselamatan yang layak.]	.261	179	.000	.806	179	.000
Management Commitment [The management's unwavering commitment to health and safety to workers/soldiers. Komitmen pengurusan yang tidak berbelah bahagi terhadap kesihatan dan keselamatan pekerja/anggota.]	.226	179	.000	.830	179	.000
Management Commitment [The management are more likely to adhere to stringent safety procedures. Pihak pengurusan lebih cenderung untuk mematuhi prosedur keselamatan yang ketat.]	.231	179	.000	.827	179	.000

Management Commitment [The management implementation guidelines which will result reduce the likelihood of injury. Pihak pengurusan melaksanakan garis panduan yang membolehkan pengurangan berlakunya kecederaan.]	.248	179	.000	.796	179	.000
Management Commitment [I have secure working conditions. Saya mempunyai persekitaran kerja yang selamat.]	.233	179	.000	.822	179	.000
Management Commitment	.167	179	.000	.901	179	.000
Safety Training [Training is designed to influence the actions of workers/soldiers toward safer outcomes. Latihan yang direka untuk mempengaruhi tindakan pekerja/anggota ke arah yang lebih selamat.]	.242	179	.000	.820	179	.000
Safety Training [Training prevented accidents and injuries. Latihan mencegah kemalangan dan kecederaan.]	.254	179	.000	.837	179	.000
Safety Training [Training be beneficial to the organization and improve workplace safety. Latihan memberi manfaat kepada organisasi dan meningkatkan keselamatan tempat kerja.]	.255	179	.000	.827	179	.000

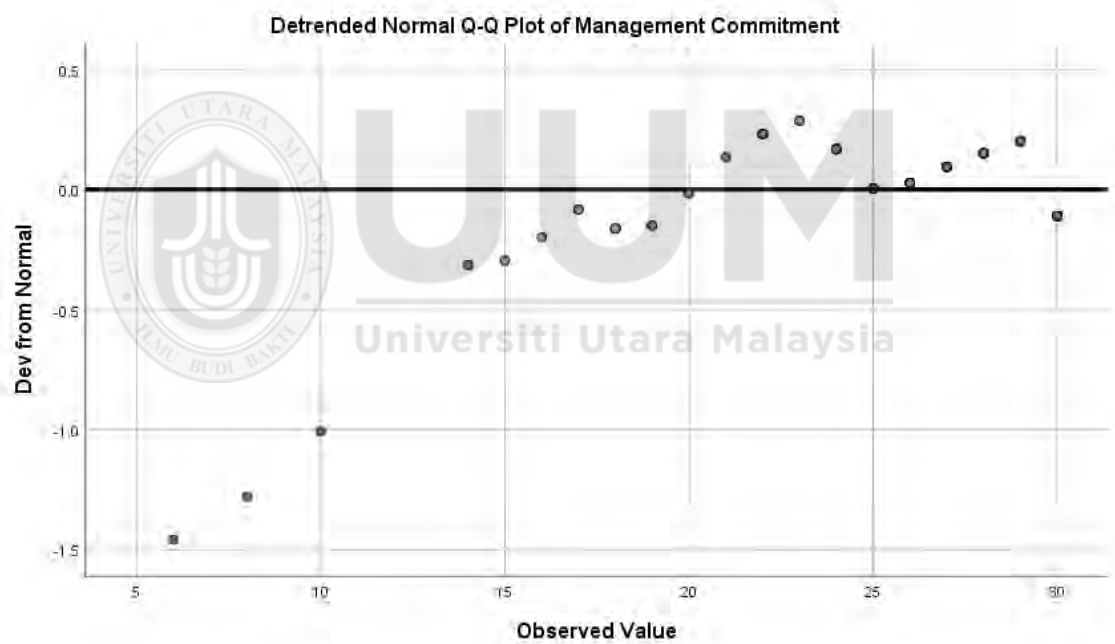
Safety Training [Training will minimize lost production hours and result in good safety management. Latihan akan mengurangkan kehilangan waktu produktiviti dan menghasilkan pengurusan keselamatan yang baik.]	.237	179	.000	.849	179	.000
Safety Training [Training spreads safety information and helps reduce the occurrence of accidents. Latihan menyebarkan maklumat keselamatan dan membantu mengurangkan kejadian kemalangan.]	.276	179	.000	.814	179	.000
Safety Training [I received a systematic safety training program. Saya menerima program latihan keselamatan yang sistematik.]	.255	179	.000	.841	179	.000
Safety Training	.173	179	.000	.905	179	.000
Safety Communication and feedback [My organization doesn't have a hazard reporting system where employees can communicate hazard information before incidents occurs. Organisasi saya tidak mempunyai sistem pelaporan bahaya di mana pekerja boleh menyampaikan maklumat bahaya sebelum kejadian berlaku.]	.165	179	.000	.898	179	.000
Safety Communication and feedback [Management operates an open-door policy on safety issues. Pengurusan mengendalikan dasar pintu terbuka mengenai isu keselamatan.]	.261	179	.000	.855	179	.000

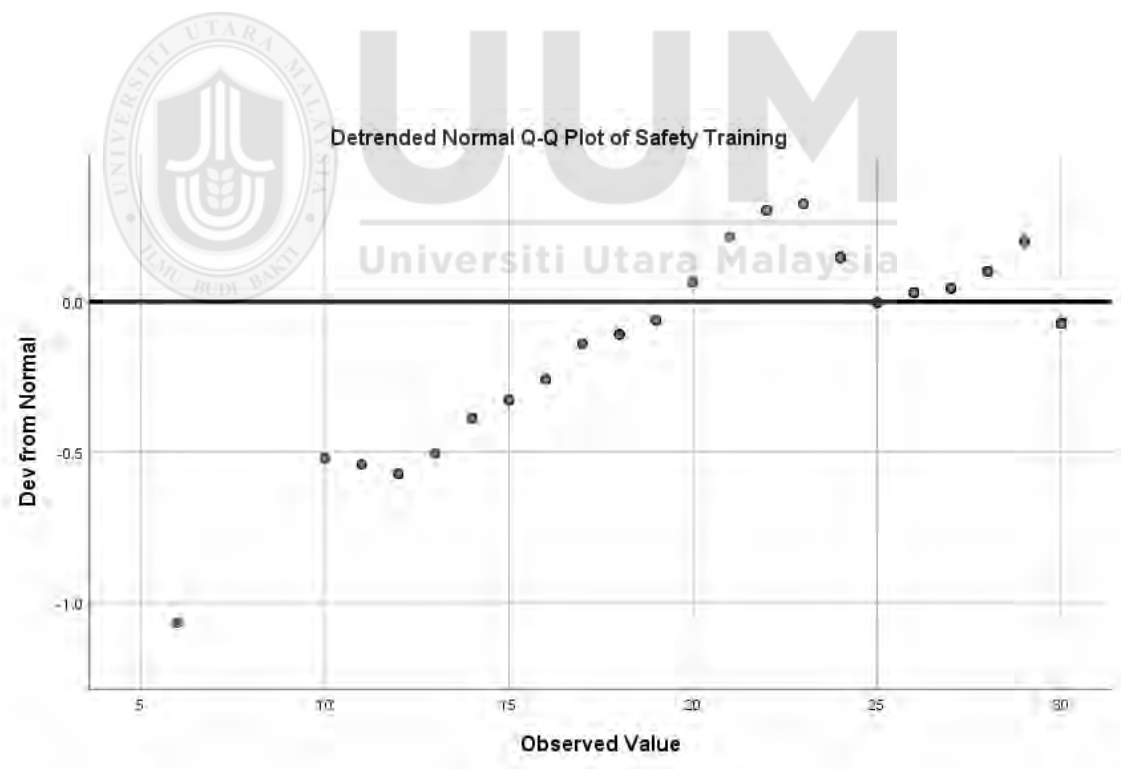
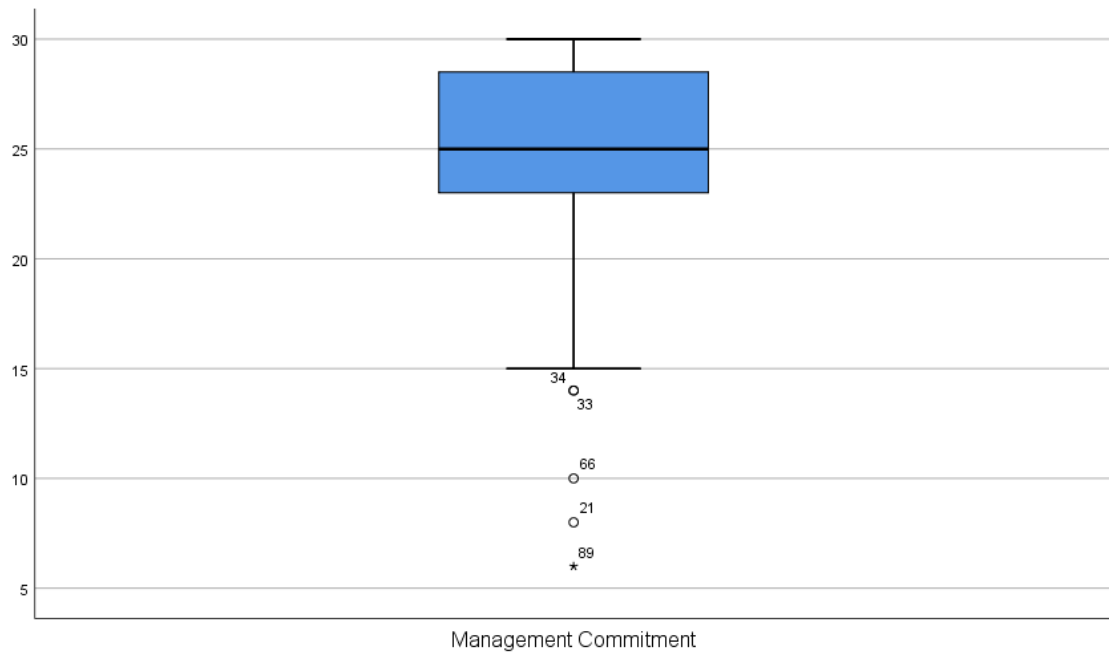
Safety Communication and feedback [There is sufficient opportunity to discuss and deal with safety issues in meetings. Terdapat peluang yang mencukupi untuk membincangkan dan menangani isu-isu keselamatan dalam mesyuarat.]	.237	179	.000	.868	179	.000
Safety Communication and feedback [The target and goals for safety performance in my organization are not clear to the workers. Sasaran dan matlamat untuk prestasi keselamatan dalam organisasi saya tidak jelas kepada pekerja.]	.196	179	.000	.904	179	.000
Safety Communication and feedback [There is open communications about safety issues in this workplace. Terdapat komunikasi terbuka mengenai isu keselamatan di tempat kerja ini.]	.233	179	.000	.867	179	.000
Safety Communication and feedback	.088	179	.002	.980	179	.012
Safety Leadership [I'm able to describe myself as a role model to obey safety rules. Saya menggambarkan diri sebagai teladan untuk mematuhi peraturan keselamatan.]	.225	179	.000	.841	179	.000
Safety Leadership [I always help my colleagues to recognize the importance of safety. Saya selalu membantu rakan sekerja untuk menyedari kepentingan keselamatan.]	.269	179	.000	.826	179	.000

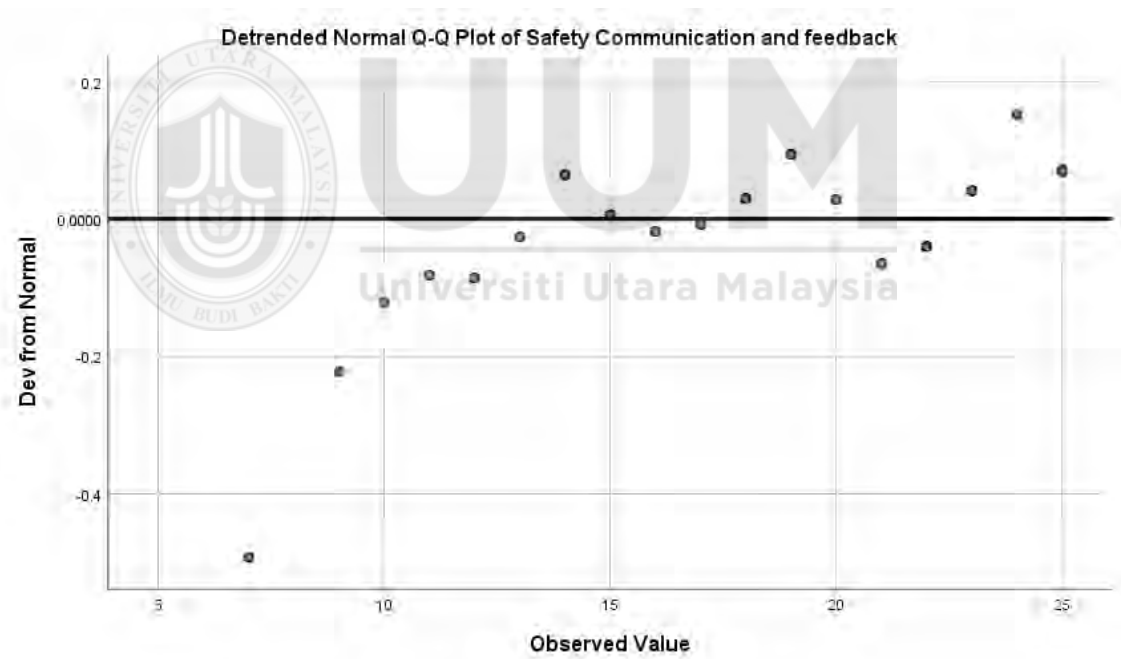
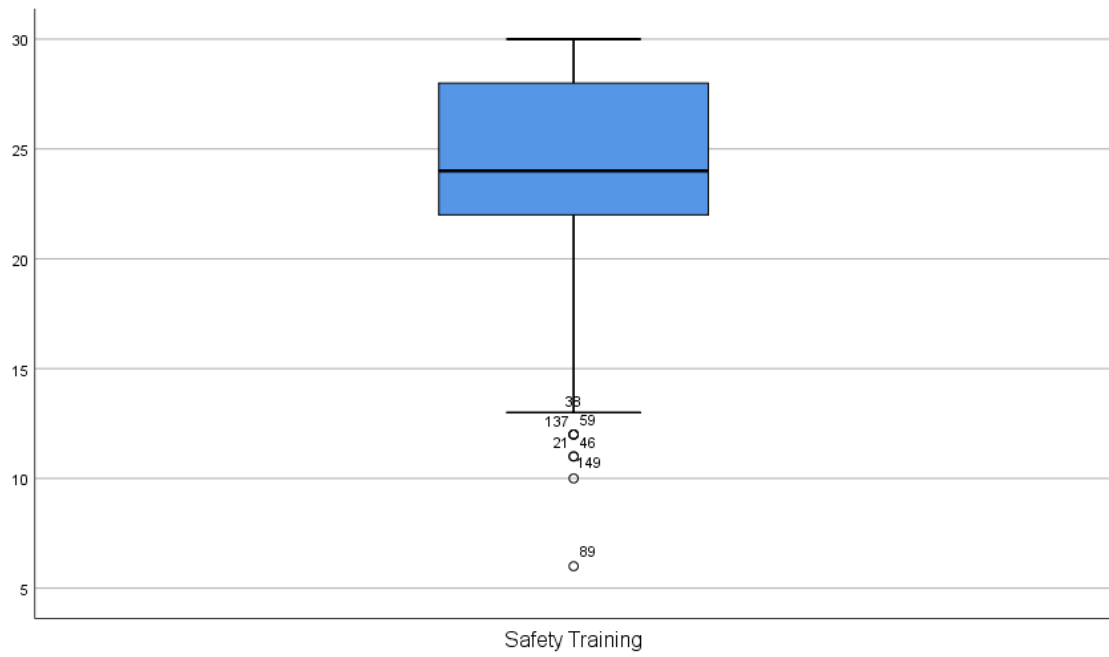
Safety Leadership [I always encourage my colleagues to participate in safety activities. Saya selalu menggalakkan rakan sekerja saya untuk menyertai aktiviti keselamatan.]	.246	179	.000	.833	179	.000
Safety Leadership [The management in my battalion is effectively leading the unit to meet the workers/soldiers' needs and care for their safety. Pengurusan dalam batalion saya memimpin pasukan dengan berkesan untuk memenuhi keperluan pekerja/ anggota dan menjaga keselamatan mereka.]	.235	179	.000	.832	179	.000
Safety Leadership [The management in my battalion builds strong and positive relationships with the community (officers and soldiers). Pengurusan dalam batalion saya membina hubungan yang kuat dan positif dalam komunitinya (pegawai dan anggota).]	.240	179	.000	.814	179	.000
Safety Leadership [The management in my battalion proposes new and creative ideas for improving services or processes. Pihak pengurusan dalam batalion saya mencadangkan idea baharu dan kreatif untuk menambah baik perkhidmatan atau proses.]	.247	179	.000	.843	179	.000
Safety Leadership	.215	179	.000	.899	179	.000

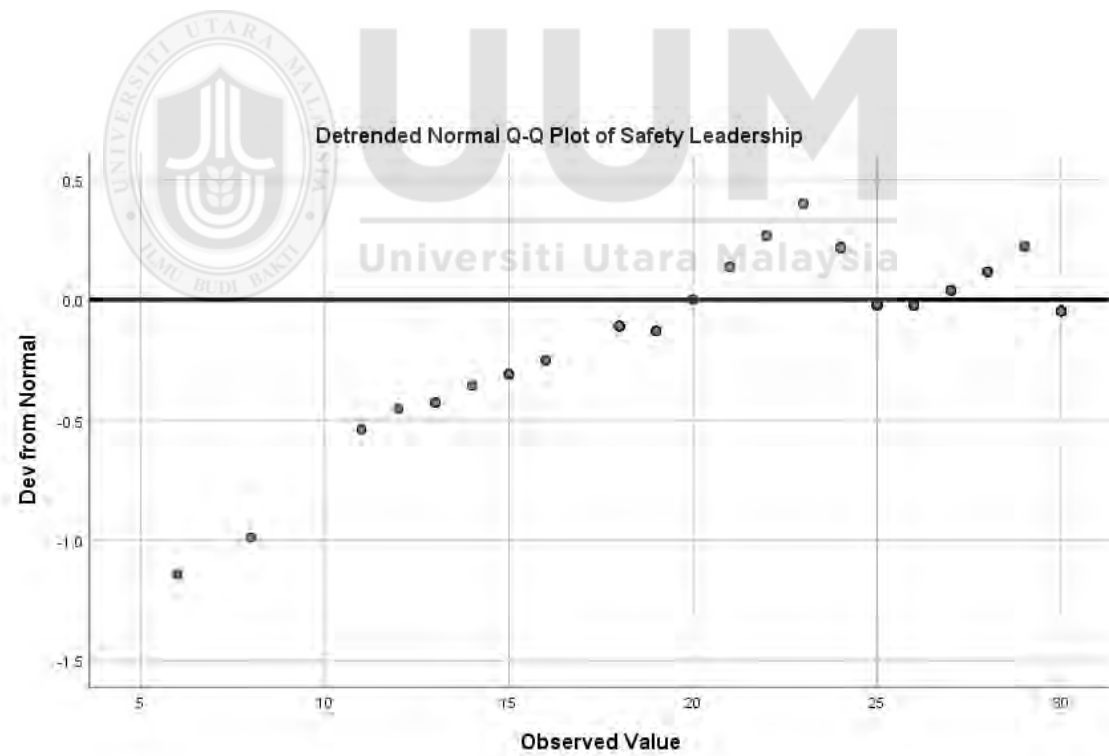
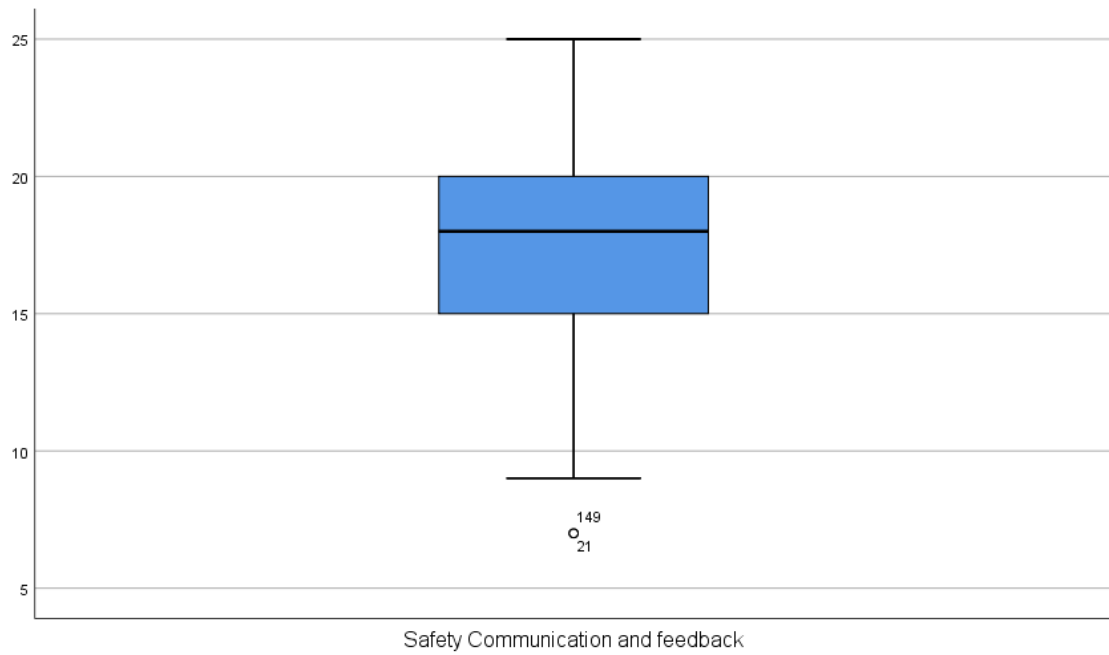
Safety Behaviour [I use all necessary safety equipment to do my job. Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan tugas saya.]	.281	179	.000	.787	179	.000
Safety Behaviour [I carry out my work in aa safe manner. Saya menjalankan kerja saya dengan cara yang selamat]	.251	179	.000	.784	179	.000
Safety Behaviour [I follow correct safety rules and procedures while carrying out my job. Saya mengikut peraturan dan prosedur keselamatan yang betul semasa menjalankan tugas saya.]	.256	179	.000	.796	179	.000
Safety Behaviour [Occasionally due to lack of time, I deviate from correct and safe work procedures. Kadang-kadang kerana kekurangan masa, saya menyimpang dari prosedur kerja yang betul dan selamat.]	.220	179	.000	.893	179	.000
Safety Behaviour [Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures. Kadang-kadang kerana terlalu biasa dengan pekerjaan itu, saya menyimpang dari prosedur kerja yang betul dan selamat.]	.213	179	.000	.889	179	.000

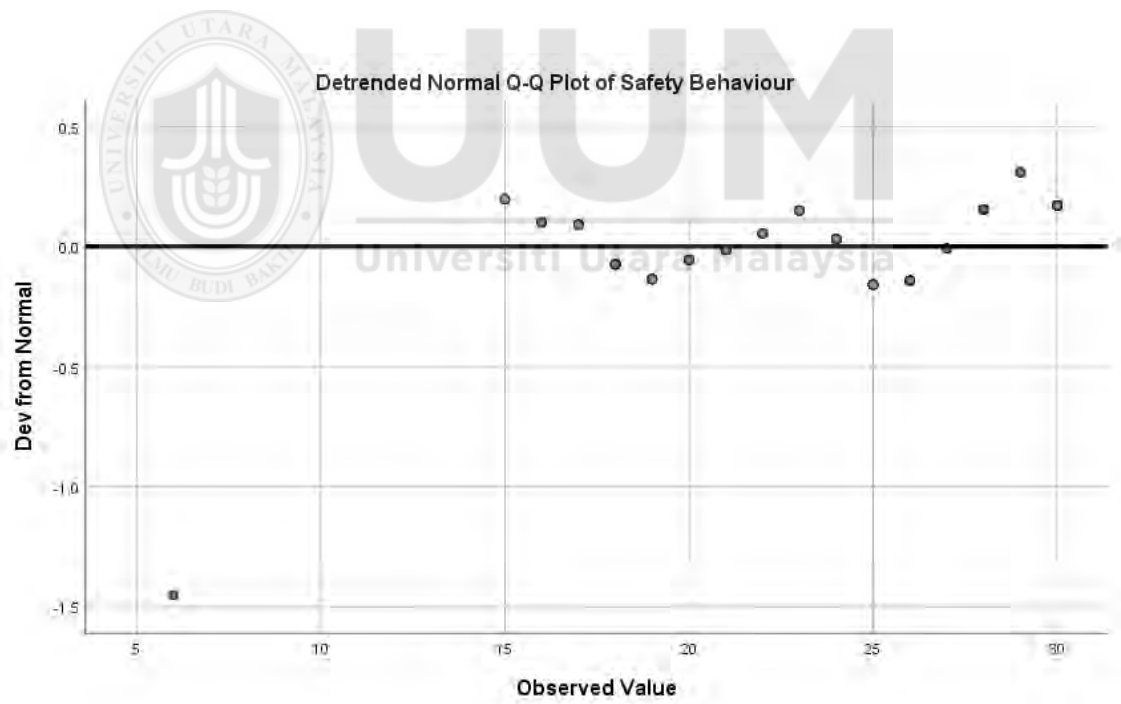
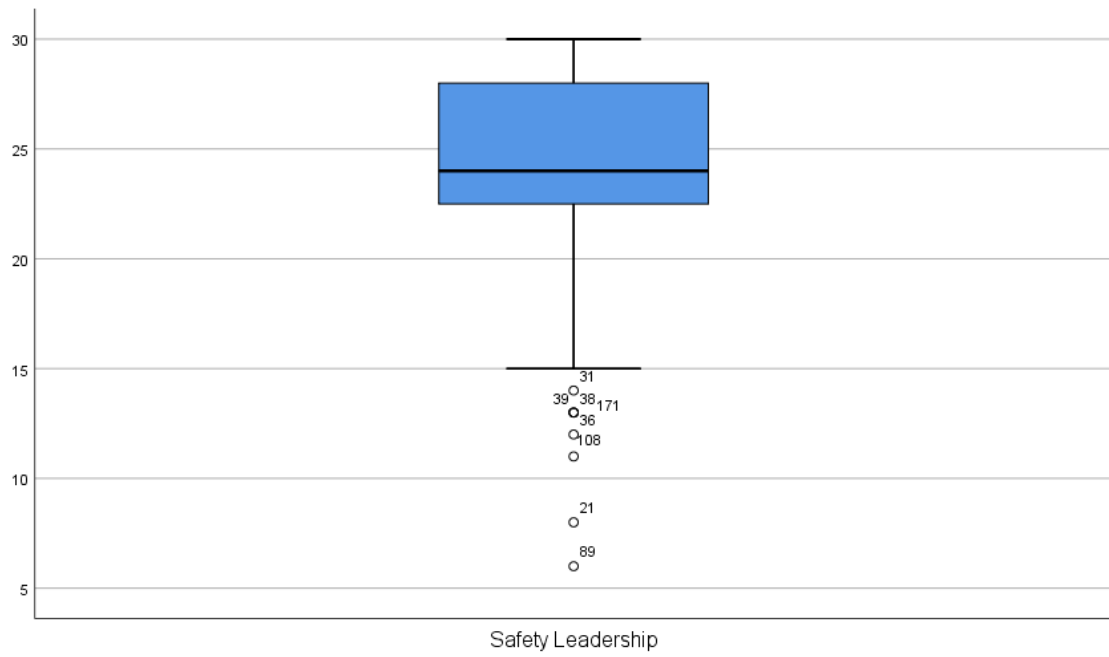
Safety Behaviour [It is not always practical to follow all safety and procedures while doing a job. Ia tidak selalu praktikal untuk mengikuti semua keselamatan dan prosedur semasa melakukan pekerjaan.]	.181	179	.000	.897	179	.000
Safety Behaviour	.117	179	.000	.956	179	.000
a. Lilliefors Significance Correction						

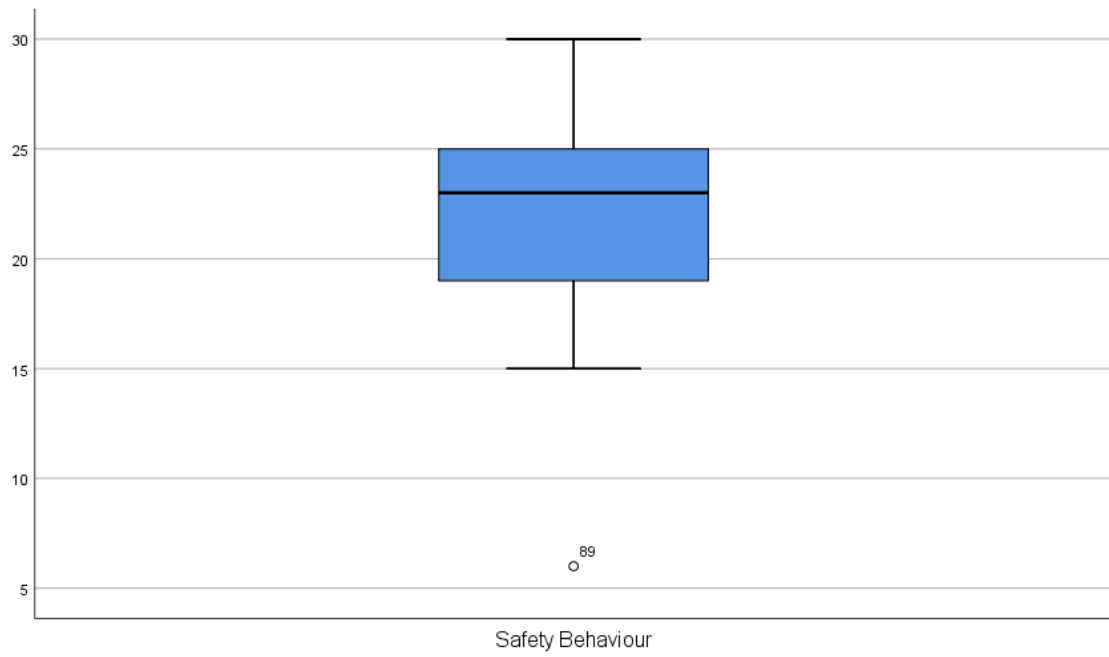












Case Processing Summary						
	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Management Commitment [Management respects, supports, and cares about my safety. Pengurusan menghormati, menyokong dan mengambil berat tentang keselamatan saya]	179	100.0%	0	0.0%	179	100.0%
Management Commitment [Management is responsible for conveying to soldiers the qualified importance of safety. Pengurusan bertanggungjawab untuk menyampaikan kepada anggota mengenai kepentingan keselamatan yang layak.]	179	100.0%	0	0.0%	179	100.0%
Management Commitment [The management's unwavering commitment to health and safety to workers/soldiers. Komitmen pengurusan yang tidak berbelah bahagi terhadap kesihatan dan keselamatan pekerja/anggota.]	179	100.0%	0	0.0%	179	100.0%
Management Commitment [The management are more likely to adhere to stringent safety procedures. Pihak pengurusan lebih cenderung untuk mematuhi prosedur keselamatan yang ketat.]	179	100.0%	0	0.0%	179	100.0%

Management Commitment [The management implementation guidelines which will result reduce the likelihood of injury. Pihak pengurusan melaksanakan garis panduan yang membolehkan pengurangan berlakunya kecederaan.]	179	100.0%	0	0.0%	179	100.0%
Management Commitment [I have secure working conditions. Saya mempunyai persekitaran kerja yang selamat.]	179	100.0%	0	0.0%	179	100.0%
Management Commitment	179	100.0%	0	0.0%	179	100.0%
Safety Training [Training is designed to influence the actions of workers/soldiers toward safer outcomes. Latihan yang direka untuk mempengaruhi tindakan pekerja/anggota ke arah yang lebih selamat.]	179	100.0%	0	0.0%	179	100.0%
Safety Training [Training prevented accidents and injuries. Latihan mencegah kemalangan dan kecederaan.]	179	100.0%	0	0.0%	179	100.0%
Safety Training [Training be beneficial to the organization and improve workplace safety. Latihan memberi manfaat kepada organisasi dan meningkatkan keselamatan tempat kerja.]	179	100.0%	0	0.0%	179	100.0%

Safety Training [Training will minimize lost production hours and result in good safety management. Latihan akan mengurangkan kehilangan waktu produktiviti dan menghasilkan pengurusan keselamatan yang baik.]	179	100.0%	0	0.0%	179	100.0%
Safety Training [Training spreads safety information and helps reduce the occurrence of accidents. Latihan menyebarkan maklumat keselamatan dan membantu mengurangkan kejadian kemalangan.]	179	100.0%	0	0.0%	179	100.0%
Safety Training [I received a systematic safety training program. Saya menerima program latihan keselamatan yang sistematik.]	179	100.0%	0	0.0%	179	100.0%
Safety Training	179	100.0%	0	0.0%	179	100.0%
Safety Communication and feedback [My organization doesn't have a hazard reporting system where employees can communicate hazard information before incidents occurs. Organisasi saya tidak mempunyai sistem pelaporan bahaya di mana pekerja boleh menyampaikan maklumat bahaya sebelum kejadian berlaku.]	179	100.0%	0	0.0%	179	100.0%
Safety Communication and feedback [Management operates an open-door policy on safety issues. Pengurusan mengendalikan dasar pintu terbuka mengenai isu keselamatan.]	179	100.0%	0	0.0%	179	100.0%

Safety Communication and feedback [There is sufficient opportunity to discuss and deal with safety issues in meetings. Terdapat peluang yang mencukupi untuk membincangkan dan menangani isu-isu keselamatan dalam mesyuarat.]	179	100.0%	0	0.0%	179	100.0%
Safety Communication and feedback [The target and goals for safety performance in my organization are not clear to the workers. Sasaran dan matlamat untuk prestasi keselamatan dalam organisasi saya tidak jelas kepada pekerja.]	179	100.0%	0	0.0%	179	100.0%
Safety Communication and feedback [There is open communications about safety issues in this workplace. Terdapat komunikasi terbuka mengenai isu keselamatan di tempat kerja ini.]	179	100.0%	0	0.0%	179	100.0%
Safety Communication and feedback	179	100.0%	0	0.0%	179	100.0%
Safety Leadership [I'm able to describe myself as a role model to obey safety rules. Saya menggambarkan diri sebagai teladan untuk mematuhi peraturan keselamatan.]	179	100.0%	0	0.0%	179	100.0%
Safety Leadership [I always help my colleagues to recognize the importance of safety. Saya selalu membantu rakan sekerja untuk menyedari kepentingan keselamatan.]	179	100.0%	0	0.0%	179	100.0%

Safety Leadership [I always encourage my colleagues to participate in safety activities. Saya selalu menggalakkan rakan sekerja saya untuk menyertai aktiviti keselamatan.]	179	100.0%	0	0.0%	179	100.0%
Safety Leadership [The management in my battalion is effectively leading the unit to meet the workers/soldiers' needs and care for their safety. Pengurusan dalam batalion saya memimpin pasukan dengan berkesan untuk memenuhi keperluan pekerja/ anggota dan menjaga keselamatan mereka.]	179	100.0%	0	0.0%	179	100.0%
Safety Leadership [The management in my battalion builds strong and positive relationships with the community (officers and soldiers). Pengurusan dalam batalion saya membina hubungan yang kuat dan positif dalam komunitinya (pegawai dan anggota).]	179	100.0%	0	0.0%	179	100.0%
Safety Leadership [The management in my battalion proposes new and creative ideas for improving services or processes. Pihak pengurusan dalam batalion saya mencadangkan idea baharu dan kreatif untuk menambah baik perkhidmatan atau proses.]	179	100.0%	0	0.0%	179	100.0%
Safety Leadership	179	100.0%	0	0.0%	179	100.0%

Safety Behaviour [I use all necessary safety equipment to do my job. Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan tugas saya.]	179	100.0%	0	0.0%	179	100.0%
Safety Behaviour [I carry out my work in a safe manner. Saya menjalankan kerja saya dengan cara yang selamat]	179	100.0%	0	0.0%	179	100.0%
Safety Behaviour [I follow correct safety rules and procedures while carrying out my job. Saya mengikut peraturan dan prosedur keselamatan yang betul semasa menjalankan tugas saya.]	179	100.0%	0	0.0%	179	100.0%
Safety Behaviour [Occasionally due to lack of time, I deviate from correct and safe work procedures. Kadang-kadang kerana kekurangan masa, saya menyimpang dari prosedur kerja yang betul dan selamat.]	179	100.0%	0	0.0%	179	100.0%
Safety Behaviour [Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures. Kadang-kadang kerana terlalu biasa dengan pekerjaan itu, saya menyimpang dari prosedur kerja yang betul dan selamat.]	179	100.0%	0	0.0%	179	100.0%

Safety Behaviour [It is not always practical to follow all safety and procedures while doing a job. Ia tidak selalu praktikal untuk mengikuti semua keselamatan dan prosedur semasa melakukan pekerjaan.]	179	100.0%	0	0.0%	179	100.0%
Safety Behaviour	179	100.0%	0	0.0%	179	100.0%

Descriptives				Statistic	Std. Error
Management Commitment [Management respects, supports, and cares about my safety. Pengurusan menghormati, menyokong dan mengambil berat tentang keselamatan saya]	Mean			4.09	.068
	95% Confidence Interval for	Lower Bound		3.96	
	Mean	Upper Bound		4.23	
	5% Trimmed Mean			4.17	
	Median			4.00	
	Variance			.817	
	Std. Deviation			.904	
	Minimum			1	
	Maximum			5	
	Range			4	
	Interquartile Range			1	
	Skewness			-.836	.182
	Kurtosis			.401	.361
Management Commitment [Management is responsible for conveying to soldiers the qualified importance of safety. Pengurusan bertanggungjawab untuk menyampaikan kepada anggota mengenai kepentingan keselamatan yang layak.]	Mean			4.13	.060
	95% Confidence Interval for	Lower Bound		4.02	
	Mean	Upper Bound		4.25	
	5% Trimmed Mean			4.19	
	Median			4.00	
	Variance			.645	
	Std. Deviation			.803	
	Minimum			1	
	Maximum			5	
	Range			4	
	Interquartile Range			1	
	Skewness			-.972	.182
	Kurtosis			1.603	.361

Management Commitment [The management's unwavering commitment to health and safety to workers/soldiers. Komitmen pengurusan yang tidak berbelah bahagi terhadap kesihatan dan keselamatan pekerja/anggota.]	Mean		4.03	.071
	95% Confidence Interval for	Lower Bound	3.89	
	Mean	Upper Bound	4.17	
	5% Trimmed Mean		4.11	
	Median		4.00	
	Variance		.915	
	Std. Deviation		.957	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.913	.182
	Kurtosis		.683	.361
Management Commitment [The management are more likely to adhere to stringent safety procedures. Pihak pengurusan lebih cenderung untuk mematuhi prosedur keselamatan yang ketat.]	Mean		4.02	.072
	95% Confidence Interval for	Lower Bound	3.87	
	Mean	Upper Bound	4.16	
	5% Trimmed Mean		4.11	
	Median		4.00	
	Variance		.938	
	Std. Deviation		.968	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.972	.182
	Kurtosis		.893	.361
Management Commitment [The management implementation guidelines which will result reduce the likelihood of injury. Pihak pengurusan melaksanakan garis panduan yang membolehkan pengurangan berlakunya kecederaan.]	Mean		4.16	.066
	95% Confidence Interval for	Lower Bound	4.03	
	Mean	Upper Bound	4.29	
	5% Trimmed Mean		4.25	
	Median		4.00	
	Variance		.777	
	Std. Deviation		.881	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.170	.182
	Kurtosis		1.650	.361
	Mean		4.13	.065

Management Commitment [I have secure working conditions. Saya mempunyai persekitaran kerja yang selamat.]	95% Confidence Interval for	Lower Bound	4.00	
	Mean	Upper Bound	4.26	
	5% Trimmed Mean		4.20	
	Median		4.00	
	Variance		.753	
	Std. Deviation		.868	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.826	.182
	Kurtosis		.315	.361
Management Commitment	Mean		24.56	.347
	95% Confidence Interval for	Lower Bound	23.88	
	Mean	Upper Bound	25.25	
	5% Trimmed Mean		24.93	
	Median		25.00	
	Variance		21.562	
	Std. Deviation		4.643	
	Minimum		6	
	Maximum		30	
	Range		24	
	Interquartile Range		6	
	Skewness		-1.059	.182
	Kurtosis		1.564	.361
Safety Training [Training is designed to influence the actions of workers/soldiers toward safer outcomes. Latihan yang direka untuk mempengaruhi tindakan pekerja/anggota ke arah yang lebih selamat.]	Mean		4.08	.072
	95% Confidence Interval for	Lower Bound	3.94	
	Mean	Upper Bound	4.23	
	5% Trimmed Mean		4.17	
	Median		4.00	
	Variance		.931	
	Std. Deviation		.965	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.928	.182
	Kurtosis		.442	.361
Safety Training [Training prevented accidents and injuries. Latihan mencegah	Mean		4.00	.070
	95% Confidence Interval for	Lower Bound	3.86	
	Mean	Upper Bound	4.14	

kemalangan dan kecederaan.]	5% Trimmed Mean	4.07	
	Median	4.00	
	Variance	.865	
	Std. Deviation	.930	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.890	.182
	Kurtosis	.659	.361
Safety Training [Training be beneficial to the organization and improve workplace safety. Latihan memberi manfaat kepada organisasi dan meningkatkan keselamatan tempat kerja.]	Mean	4.05	.069
	95% Confidence Interval for	Lower Bound	3.91
	Mean	Upper Bound	4.19
	5% Trimmed Mean	4.12	
	Median	4.00	
	Variance	.857	
	Std. Deviation	.926	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.917	.182
	Kurtosis	.528	.361
Safety Training [Training will minimize lost production hours and result in good safety management. Latihan akan mengurangkan kehilangan waktu produktiviti dan menghasilkan pengurusan keselamatan yang baik.]	Mean	3.93	.072
	95% Confidence Interval for	Lower Bound	3.79
	Mean	Upper Bound	4.07
	5% Trimmed Mean	4.01	
	Median	4.00	
	Variance	.917	
	Std. Deviation	.958	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.797	.182
	Kurtosis	.478	.361
Safety Training [Training spreads safety information and helps reduce the occurrence of accidents. Latihan menyebarkan	Mean	4.04	.068
	95% Confidence Interval for	Lower Bound	3.90
	Mean	Upper Bound	4.17
	5% Trimmed Mean	4.12	
	Median	4.00	

maklumat keselamatan dan membantu mengurangkan kejadian kemalangan.]	Variance		.836	
	Std. Deviation		.914	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.104	.182
	Kurtosis		1.467	.361
Safety Training [I received a systematic safety training program. Saya menerima program latihan keselamatan yang sistematik.]	Mean		3.93	.076
	95% Confidence Interval for	Lower Bound	3.78	
	Mean	Upper Bound	4.08	
	5% Trimmed Mean		4.01	
	Median		4.00	
	Variance		1.045	
	Std. Deviation		1.022	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.906	.182
	Kurtosis		.393	.361
Safety Training	Mean		24.03	.374
	95% Confidence Interval for	Lower Bound	23.30	
	Mean	Upper Bound	24.77	
	5% Trimmed Mean		24.41	
	Median		24.00	
	Variance		24.999	
	Std. Deviation		5.000	
	Minimum		6	
	Maximum		30	
	Range		24	
	Interquartile Range		6	
	Skewness		-.949	.182
	Kurtosis		.776	.361
	Mean		3.22	.097
Safety Communication and feedback [My organization doesn't have a hazard reporting system where employees can communicate hazard information before incidents occurs. Organisasi]	95% Confidence Interval for	Lower Bound	3.03	
	Mean	Upper Bound	3.41	
	5% Trimmed Mean		3.24	
	Median		3.00	
	Variance		1.677	
	Std. Deviation		1.295	

saya tidak mempunyai sistem pelaporan bahaya di mana pekerja boleh menyampaikan maklumat bahaya sebelum kejadian berlaku.]	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.162	.182
	Kurtosis		-.945	.361
Safety Communication and feedback [Management operates an open-door policy on safety issues. Pengurusan mengendalikan dasar pintu terbuka mengenai isu keselamatan.]	Mean		3.82	.074
	95% Confidence Interval for	Lower Bound	3.67	
	Mean	Upper Bound	3.96	
	5% Trimmed Mean		3.89	
	Median		4.00	
	Variance		.971	
	Std. Deviation		.986	
	Minimum		1	
	Maximum		5	
	Range		4	
Safety Communication and feedback [There is sufficient opportunity to discuss and deal with safety issues in meetings. Terdapat peluang yang mencukupi untuk membincangkan dan menangani isu-isu keselamatan dalam mesyuarat.]	Interquartile Range		2	
	Skewness		-.832	.182
	Kurtosis		.595	.361
	Mean		3.84	.072
	95% Confidence Interval for	Lower Bound	3.70	
	Mean	Upper Bound	3.98	
	5% Trimmed Mean		3.89	
	Median		4.00	
	Variance		.934	
	Std. Deviation		.967	
Safety Communication and feedback [The target and goals for safety performance in my organization are not clear to the workers. Sasaran dan matlamat untuk prestasi keselamatan dalam organisasi saya tidak jelas kepada pekerja.]	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.613	.182
	Kurtosis		-.032	.361
	Mean		3.04	.094
	95% Confidence Interval for	Lower Bound	2.86	
	Mean	Upper Bound	3.23	
	5% Trimmed Mean		3.05	
	Median		3.00	
	Variance		1.571	
	Std. Deviation		1.253	
	Minimum		1	
	Maximum		5	

	Range	4	
	Interquartile Range	2	
	Skewness	-.189	.182
	Kurtosis	-1.016	.361
Safety Communication and feedback [There is open communications about safety issues in this workplace. Terdapat komunikasi terbuka mengenai isu keselamatan di tempat kerja ini.]	Mean	3.84	.074
	95% Confidence Interval for	Lower Bound	3.70
	Mean	Upper Bound	3.99
	5% Trimmed Mean	3.90	
	Median	4.00	
	Variance	.987	
	Std. Deviation	.993	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.620	.182
	Kurtosis	-.167	.361
	Mean	17.76	.279
	95% Confidence Interval for	Lower Bound	17.21
Safety Communication and feedback	Mean	Upper Bound	18.31
	5% Trimmed Mean	17.81	
	Median	18.00	
	Variance	13.891	
	Std. Deviation	3.727	
	Minimum	7	
	Maximum	25	
	Range	18	
	Interquartile Range	5	
	Skewness	-.197	.182
	Kurtosis	-.015	.361
	Mean	4.03	.068
	95% Confidence Interval for	Lower Bound	3.89
	Mean	Upper Bound	4.16
	5% Trimmed Mean	4.09	
Safety Leadership [I'm able to describe myself as a role model to obey safety rules. Saya menggambarkan diri sebagai teladan untuk mematuhi peraturan keselamatan.]	Median	4.00	
	Variance	.836	
	Std. Deviation	.914	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	

	Skewness		-.590	.182
	Kurtosis		-.350	.361
Safety Leadership [I always help my colleagues to recognize the importance of safety. Saya selalu membantu rakan sekerja untuk menyedari kepentingan keselamatan.]	Mean		4.01	.070
	95% Confidence Interval for	Lower Bound	3.87	
	Mean	Upper Bound	4.14	
	5% Trimmed Mean		4.09	
	Median		4.00	
	Variance		.871	
	Std. Deviation		.933	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.018	.182
	Kurtosis		1.104	.361
Safety Leadership [I always encourage my colleagues to participate in safety activities. Saya selalu menggalakkan rakan sekerja saya untuk menyertai aktiviti keselamatan.]	Mean		4.01	.070
	95% Confidence Interval for	Lower Bound	3.87	
	Mean	Upper Bound	4.14	
	5% Trimmed Mean		4.09	
	Median		4.00	
	Variance		.871	
	Std. Deviation		.933	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-.934	.182
	Kurtosis		.918	.361
Safety Leadership [The management in my battalion is effectively leading the unit to meet the workers/soldiers' needs and care for their safety. Pengurusan dalam batalion saya memimpin pasukan dengan berkesan untuk memenuhi keperluan pekerja/ anggota dan menjaga keselamatan mereka.]	Mean		4.07	.066
	95% Confidence Interval for	Lower Bound	3.94	
	Mean	Upper Bound	4.20	
	5% Trimmed Mean		4.14	
	Median		4.00	
	Variance		.782	
	Std. Deviation		.884	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.822	.182
	Kurtosis		.551	.361

Safety Leadership [The management in my battalion builds strong and positive relationships with the community (officers and soldiers). Pengurusan dalam batalion saya membina hubungan yang kuat dan positif dalam komunitinya (pegawai dan anggota).]	Mean	4.06	.072
	95% Confidence Interval for Lower Bound	3.92	
	Mean Upper Bound	4.20	
	5% Trimmed Mean	4.15	
	Median	4.00	
	Variance	.923	
	Std. Deviation	.961	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-1.085	.182
	Kurtosis	1.196	.361
Safety Leadership [The management in my battalion proposes new and creative ideas for improving services or processes. Pihak pengurusan dalam batalion saya mencadangkan idea baharu dan kreatif untuk menambah baik perkhidmatan atau proses.]	Mean	3.98	.068
	95% Confidence Interval for Lower Bound	3.84	
	Mean Upper Bound	4.11	
	5% Trimmed Mean	4.05	
	Median	4.00	
	Variance	.831	
	Std. Deviation	.912	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.811	.182
	Kurtosis	.634	.361
Safety Leadership	Mean	24.15	.368
	95% Confidence Interval for Lower Bound	23.42	
	Mean Upper Bound	24.87	
	5% Trimmed Mean	24.51	
	Median	24.00	
	Variance	24.293	
	Std. Deviation	4.929	
	Minimum	6	
	Maximum	30	
	Range	24	
	Interquartile Range	6	
	Skewness	-.953	.182
	Kurtosis	.915	.361
	Mean	4.26	.063

Safety Behaviour [I use all necessary safety equipment to do my job. Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan tugas saya.]	95% Confidence Interval for	Lower Bound	4.13	
	Mean	Upper Bound	4.38	
	5% Trimmed Mean		4.33	
	Median		4.00	
	Variance		.709	
	Std. Deviation		.842	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-1.031	.182
	Kurtosis		.771	.361
Safety Behaviour [I carry out my work in a safe manner. Saya menjalankan kerja saya dengan cara yang selamat]	Mean		4.23	.054
	95% Confidence Interval for	Lower Bound	4.13	
	Mean	Upper Bound	4.34	
	5% Trimmed Mean		4.29	
	Median		4.00	
	Variance		.529	
	Std. Deviation		.727	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.924	.182
	Kurtosis		1.666	.361
Safety Behaviour [I follow correct safety rules and procedures while carrying out my job. Saya mengikut peraturan dan prosedur keselamatan yang betul semasa menjalankan tugas saya.]	Mean		4.24	.058
	95% Confidence Interval for	Lower Bound	4.13	
	Mean	Upper Bound	4.35	
	5% Trimmed Mean		4.29	
	Median		4.00	
	Variance		.599	
	Std. Deviation		.774	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		1	
	Skewness		-.886	.182
	Kurtosis		.913	.361
Safety Behaviour [Occasionally due to lack of time, I deviate from correct	Mean		3.27	.095
	95% Confidence Interval for	Lower Bound	3.08	
	Mean	Upper Bound	3.46	

and safe work procedures.	5% Trimmed Mean	3.30	
Kadang-kadang kerana	Median	4.00	
kekurangan masa, saya	Variance	1.624	
menyimpang dari prosedur	Std. Deviation	1.274	
kerja yang betul dan	Minimum	1	
selamat.]	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.384	.182
	Kurtosis	-.905	.361
Safety Behaviour	Mean	3.23	.101
[Occasionally due to over	95% Confidence Interval for	Lower Bound	3.04
familiarity with the job, I	Mean	Upper Bound	3.43
deviate from correct and safe	5% Trimmed Mean	3.26	
work procedures. Kadang-	Median	3.00	
kadang kerana terlalu biasa	Variance	1.810	
dengan pekerjaan itu, saya	Std. Deviation	1.345	
menyimpang dari prosedur	Minimum	1	
kerja yang betul dan	Maximum	5	
selamat.]	Range	4	
	Interquartile Range	2	
	Skewness	-.297	.182
	Kurtosis	-1.121	.361
Safety Behaviour [It is not	Mean	3.26	.099
always practical to follow all	95% Confidence Interval for	Lower Bound	3.07
safety and procedures while	Mean	Upper Bound	3.46
doing a job. Ia tidak selalu	5% Trimmed Mean	3.29	
praktikal untuk mengikuti	Median	3.00	
semua keselamatan dan	Variance	1.745	
prosedur semasa melakukan	Std. Deviation	1.321	
pekerjaan.]	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-.259	.182
	Kurtosis	-1.052	.361
Safety Behaviour	Mean	22.50	.309
	95% Confidence Interval for	Lower Bound	21.89
	Mean	Upper Bound	23.11
	5% Trimmed Mean	22.53	

Median	23.00	
Variance	17.083	
Std. Deviation	4.133	
Minimum	6	
Maximum	30	
Range	24	
Interquartile Range	6	
Skewness	-.170	.182
Kurtosis	.484	.361

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Management Commitment [Management respects, supports, and cares about my safety. Pengurusan menghormati, menyokong dan mengambil berat tentang keselamatan saya]	.233	179	.000	.826	179	.000
Management Commitment [Management is responsible for conveying to soldiers the qualified importance of safety. Pengurusan bertanggungjawab untuk menyampaikan kepada anggota mengenai kepentingan keselamatan yang layak.]	.261	179	.000	.806	179	.000
Management Commitment [The management's unwavering commitment to health and safety to workers/soldiers. Komitmen pengurusan yang tidak berbelah bahagi terhadap kesihatan dan keselamatan pekerja/anggota.]	.226	179	.000	.830	179	.000

Management Commitment [The management are more likely to adhere to stringent safety procedures. Pihak pengurusan lebih cenderung untuk mematuhi prosedur keselamatan yang ketat.]	.231	179	.000	.827	179	.000
Management Commitment [The management implementation guidelines which will result reduce the likelihood of injury. Pihak pengurusan melaksanakan garis panduan yang membolehkan pengurangan berlakunya kecederaan.]	.248	179	.000	.796	179	.000
Management Commitment [I have secure working conditions. Saya mempunyai persekitaran kerja yang selamat.]	.233	179	.000	.822	179	.000
Management Commitment	.167	179	.000	.901	179	.000
Safety Training [Training is designed to influence the actions of workers/soldiers toward safer outcomes. Latihan yang direka untuk mempengaruhi tindakan pekerja/anggota ke arah yang lebih selamat.]	.242	179	.000	.820	179	.000
Safety Training [Training prevented accidents and injuries. Latihan mencegah kemalangan dan kecederaan.]	.254	179	.000	.837	179	.000
Safety Training [Training be beneficial to the organization and improve workplace safety. Latihan memberi manfaat kepada organisasi dan meningkatkan keselamatan tempat kerja.]	.255	179	.000	.827	179	.000

Safety Training [Training will minimize lost production hours and result in good safety management. Latihan akan mengurangkan kehilangan waktu produktiviti dan menghasilkan pengurusan keselamatan yang baik.]	.237	179	.000	.849	179	.000
Safety Training [Training spreads safety information and helps reduce the occurrence of accidents. Latihan menyebarkan maklumat keselamatan dan membantu mengurangkan kejadian kemalangan.]	.276	179	.000	.814	179	.000
Safety Training [I received a systematic safety training program. Saya menerima program latihan keselamatan yang sistematik.]	.255	179	.000	.841	179	.000
Safety Training	.173	179	.000	.905	179	.000
Safety Communication and feedback [My organization doesn't have a hazard reporting system where employees can communicate hazard information before incidents occurs. Organisasi saya tidak mempunyai sistem pelaporan bahaya di mana pekerja boleh menyampaikan maklumat bahaya sebelum kejadian berlaku.]	.165	179	.000	.898	179	.000
Safety Communication and feedback [Management operates an open-door policy on safety issues. Pengurusan mengendalikan dasar pintu terbuka mengenai isu keselamatan.]	.261	179	.000	.855	179	.000

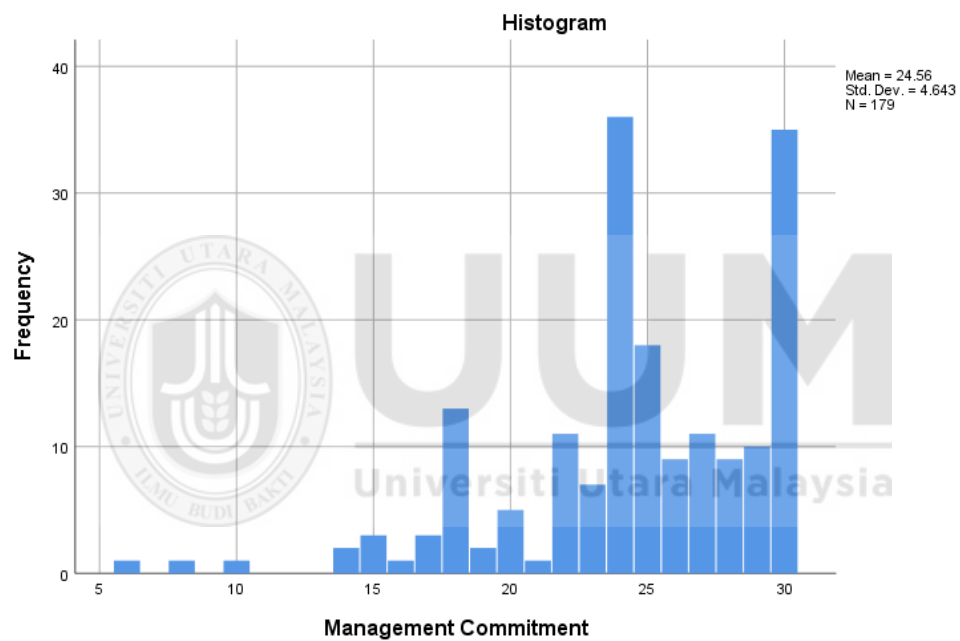
Safety Communication and feedback [There is sufficient opportunity to discuss and deal with safety issues in meetings. Terdapat peluang yang mencukupi untuk membincangkan dan menangani isu-isu keselamatan dalam mesyuarat.]	.237	179	.000	.868	179	.000
Safety Communication and feedback [The target and goals for safety performance in my organization are not clear to the workers. Sasaran dan matlamat untuk prestasi keselamatan dalam organisasi saya tidak jelas kepada pekerja.]	.196	179	.000	.904	179	.000
Safety Communication and feedback [There is open communications about safety issues in this workplace. Terdapat komunikasi terbuka mengenai isu keselamatan di tempat kerja ini.]	.233	179	.000	.867	179	.000
Safety Communication and feedback	.088	179	.002	.980	179	.012
Safety Leadership [I'm able to describe myself as a role model to obey safety rules. Saya menggambarkan diri sebagai teladan untuk mematuhi peraturan keselamatan.]	.225	179	.000	.841	179	.000
Safety Leadership [I always help my colleagues to recognize the importance of safety. Saya selalu membantu rakan sekerja untuk menyedari kepentingan keselamatan.]	.269	179	.000	.826	179	.000

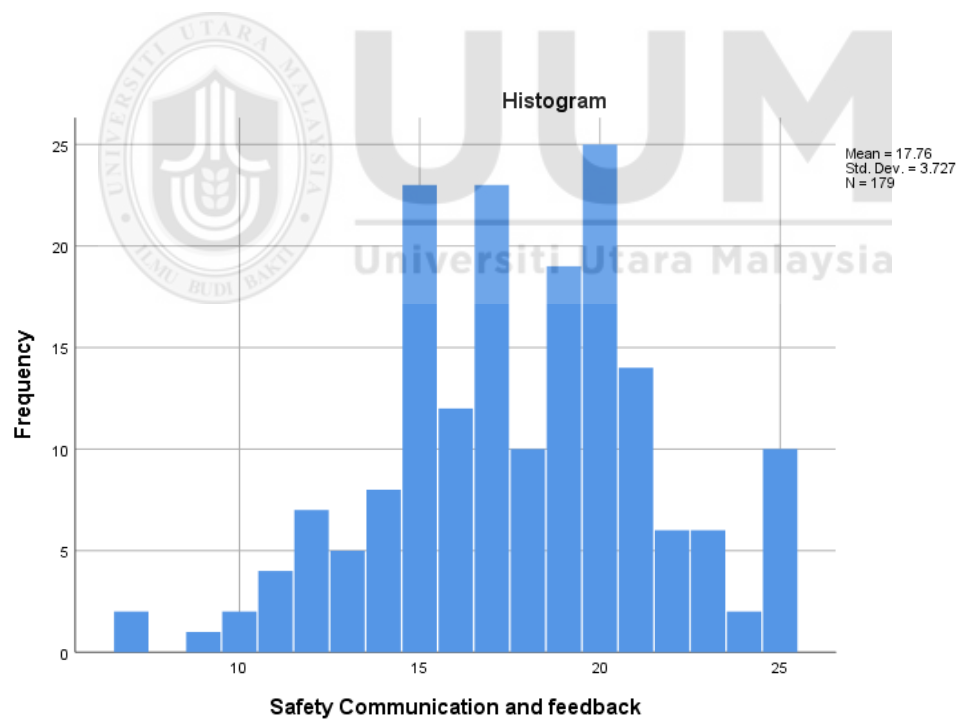
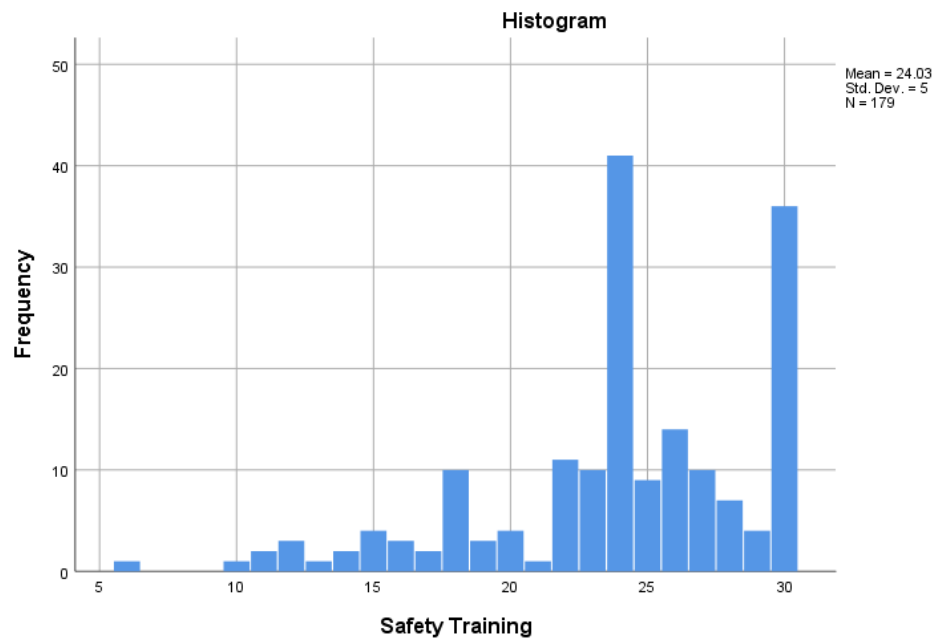
Safety Leadership [I always encourage my colleagues to participate in safety activities. Saya selalu menggalakkan rakan sekerja saya untuk menyertai aktiviti keselamatan.]	.246	179	.000	.833	179	.000
Safety Leadership [The management in my battalion is effectively leading the unit to meet the workers/soldiers' needs and care for their safety. Pengurusan dalam batalion saya memimpin pasukan dengan berkesan untuk memenuhi keperluan pekerja/ anggota dan menjaga keselamatan mereka.]	.235	179	.000	.832	179	.000
Safety Leadership [The management in my battalion builds strong and positive relationships with the community (officers and soldiers). Pengurusan dalam batalion saya membina hubungan yang kuat dan positif dalam komunitinya (pegawai dan anggota).]	.240	179	.000	.814	179	.000
Safety Leadership [The management in my battalion proposes new and creative ideas for improving services or processes. Pihak pengurusan dalam batalion saya mencadangkan idea baharu dan kreatif untuk menambah baik perkhidmatan atau proses.]	.247	179	.000	.843	179	.000
Safety Leadership	.215	179	.000	.899	179	.000

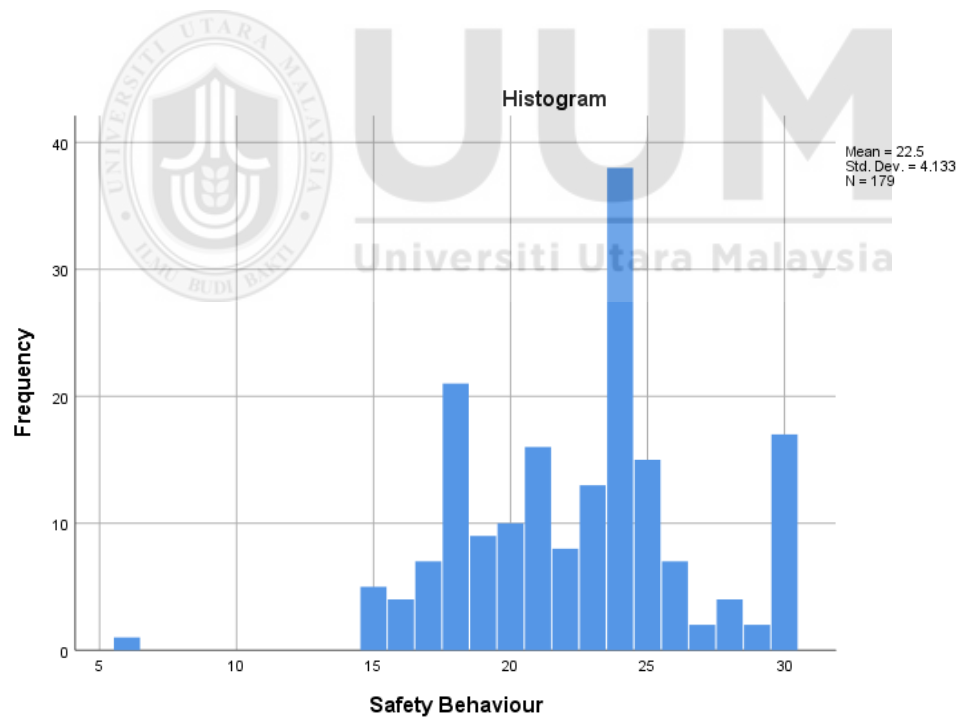
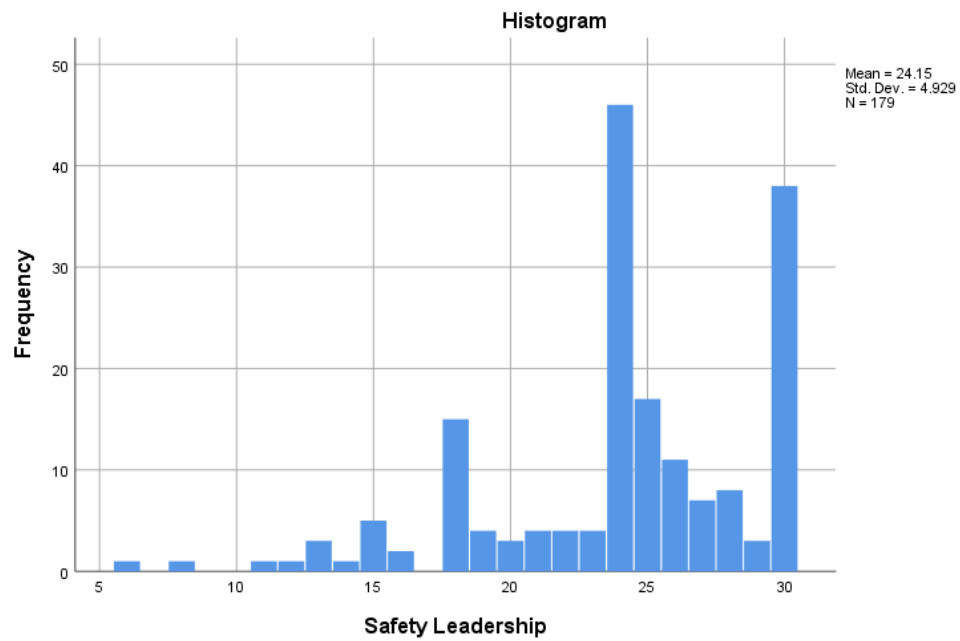
Safety Behaviour [I use all necessary safety equipment to do my job. Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan tugas saya.]	.281	179	.000	.787	179	.000
Safety Behaviour [I carry out my work in a safe manner. Saya menjalankan kerja saya dengan cara yang selamat]	.251	179	.000	.784	179	.000
Safety Behaviour [I follow correct safety rules and procedures while carrying out my job. Saya mengikut peraturan dan prosedur keselamatan yang betul semasa menjalankan tugas saya.]	.256	179	.000	.796	179	.000
Safety Behaviour [Occasionally due to lack of time, I deviate from correct and safe work procedures. Kadang-kadang kerana kekurangan masa, saya menyimpang dari prosedur kerja yang betul dan selamat.]	.220	179	.000	.893	179	.000
Safety Behaviour [Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures. Kadang-kadang kerana terlalu biasa dengan pekerjaan itu, saya menyimpang dari prosedur kerja yang betul dan selamat.]	.213	179	.000	.889	179	.000

Safety Behaviour [It is not always practical to follow all safety and procedures while doing a job. Ia tidak selalu praktikal untuk mengikuti semua keselamatan dan prosedur semasa melakukan pekerjaan.]	.181	179	.000	.897	179	.000
Safety Behaviour	.117	179	.000	.956	179	.000

a. Lilliefors Significance Correction







Test for Objective 1 (Frequency and Percentage)

		Count	Column N %
Safety Behaviour [I use all necessary safety equipment to do my job. Saya menggunakan semua peralatan keselamatan yang diperlukan untuk melakukan tugas saya.]	Strongly disagree	1	0.6%
	Disagree	5	2.8%
	Neutral	25	14.0%
	Agree	64	35.8%
	Strongly agree	84	46.9%
Safety Behaviour [I carry out my work in a safe manner. Saya menjalankan kerja saya dengan cara yang selamat]	Strongly disagree	1	0.6%
	Disagree	2	1.1%
	Neutral	19	10.6%
	Agree	89	49.7%
	Strongly agree	68	38.0%
Safety Behaviour [I follow correct safety rules and procedures while carrying out my job. Saya mengikut peraturan dan prosedur keselamatan yang betul semasa menjalankan tugas saya.]	Strongly disagree	1	0.6%
	Disagree	2	1.1%
	Neutral	25	14.0%
	Agree	76	42.5%
	Strongly agree	75	41.9%
Safety Behaviour [Occasionally due to lack of time, I deviate from correct and safe work procedures. Kadang-kadang kerana kekurangan masa, saya menyimpang dari prosedur kerja yang betul dan selamat.]	Strongly disagree	23	12.8%
	Disagree	27	15.1%
	Neutral	39	21.8%
	Agree	59	33.0%
	Strongly agree	31	17.3%
Safety Behaviour [Occasionally due to over familiarity with the job, I deviate from correct and safe	Strongly disagree	26	14.5%
	Disagree	31	17.3%
	Neutral	33	18.4%
	Agree	53	29.6%

work procedures. Kadang-kadang kerana terlalu biasa dengan pekerjaan itu, saya menyimpang dari prosedur kerja yang betul dan selamat.]	Strongly agree	36	20.1%
Safety Behaviour [It is not always practical to follow all safety and procedures while doing a job. Ia tidak selalu praktikal untuk mengikuti semua keselamatan dan prosedur semasa melakukan pekerjaan.]	Strongly disagree	23	12.8%
	Disagree	30	16.8%
	Neutral	42	23.5%
	Agree	45	25.1%
	Strongly agree	39	21.8%
Safety Behaviour	Strongly disagree	0	0.0%
	Disagree	0	0.0%
	Neutral	0	0.0%
	Agree	0	0.0%
	Strongly agree	0	0.0%
	6	1	0.6%
	15	5	2.8%
	16	4	2.2%
	17	7	3.9%
	18	21	11.7%
	19	9	5.0%
	20	10	5.6%
	21	16	8.9%
	22	8	4.5%
	23	13	7.3%
	24	38	21.2%
	25	15	8.4%
	26	7	3.9%
	27	2	1.1%
	28	4	2.2%
	29	2	1.1%
	30	17	9.5%

One-way ANOVA

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Management Commitment	Between Groups	1072.216	16	67.013	3.925	.000
	Within Groups	2765.795	162	17.073		
	Total	3838.011	178			
Safety Training	Between Groups	708.820	16	44.301	1.918	.022
	Within Groups	3740.979	162	23.092		
	Total	4449.799	178			
Safety Communication and feedback	Between Groups	711.668	16	44.479	4.092	.000
	Within Groups	1761.002	162	10.870		
	Total	2472.670	178			
Safety Leadership	Between Groups	909.112	16	56.820	2.695	.001
	Within Groups	3415.111	162	21.081		
	Total	4324.223	178			

Multiple Regression

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Safety Leadership, Safety Communication and feedback , Safety Training, Management Commitment ^b		Enter
a. Dependent Variable: Safety Behaviour			
b. All requested variables entered.			

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.433 ^a	.187	.168	3.769	.187	10.012	4	174	.000	1.732

a. Predictors: (Constant), Safety Leadership, Safety Communication and feedback , Safety Training, Management Commitment

b. Dependent Variable: Safety Behaviour

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	568.898	4	142.225	10.012	.000 ^b
	Residual	2471.850	174	14.206		
	Total	3040.749	178			

a. Dependent Variable: Safety Behaviour

b. Predictors: (Constant), Safety Leadership, Safety Communication and feedback , Safety Training, Management Commitment

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	14.714	1.700		8.654	.000	11.359	18.070
	Management Commitment	.037	.097	.041	.377	.706	-.155	.228
	Safety Training	.027	.081	.033	.334	.739	-.133	.186
	Safety Communication and feedback	.505	.094	.456	5.349	.000	.319	.692
	Safety Leadership	-.113	.090	-.135	-1.266	.207	-.290	.063

a. Dependent Variable: Safety Behaviour

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	16.15	25.85	22.50	1.788	179
Residual	-13.974	10.625	.000	3.726	179
Std. Predicted Value	-3.550	1.876	.000	1.000	179
Std. Residual	-3.708	2.819	.000	.989	179
a. Dependent Variable: Safety Behaviour					

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Safety Leadership, Safety Communication and feedback , Safety Training, Management Commitment ^b	.	Enter
a. Dependent Variable: Safety Behaviour			
b. All requested variables entered.			

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.433 ^a	.187	.168	3.769	.187	10.012	4	174	.000	1.732
a. Predictors: (Constant), Safety Leadership, Safety Communication and feedback , Safety Training, Management Commitment										
b. Dependent Variable: Safety Behaviour										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	568.898	4	142.225	10.012	.000 ^b
	Residual	2471.850	174	14.206		
	Total	3040.749	178			

a. Dependent Variable: Safety Behaviour

b. Predictors: (Constant), Safety Leadership, Safety Communication and feedback , Safety Training, Management Commitment

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	14.714	1.700		8.654	.000	11.359	18.070		
	Management Commitment	.037	.097	.041	.377	.706	-.155	.228	.394	2.536
	Safety Training	.027	.081	.033	.334	.739	-.133	.186	.489	2.045
	Safety Communication and feedback	.505	.094	.456	5.349	.000	.319	.692	.644	1.554
	Safety Leadership	-.113	.090	-.135	-1.266	.207	-.290	.063	.409	2.443

a. Dependent Variable: Safety Behaviour

Collinearity Diagnostics ^a								
Model	Dimension	Eigenvalue	Condition Index	(Constant)	Variance Proportions			
					Management Commitment	Safety Training	Safety Communication and feedback	Safety Leadership
1	1	4.930	1.000	.00	.00	.00	.00	.00
	2	.023	14.497	.51	.05	.12	.20	.12
	3	.021	15.221	.45	.01	.00	.79	.00
	4	.015	17.933	.01	.06	.84	.01	.30
	5	.010	22.566	.03	.88	.03	.00	.58

a. Dependent Variable: Safety Behaviour

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	16.15	25.85	22.50	1.788	179
Residual	-13.974	10.625	.000	3.726	179
Std. Predicted Value	-3.550	1.876	.000	1.000	179
Std. Residual	-3.708	2.819	.000	.989	179
a. Dependent Variable: Safety Behaviour					



APPENDIX C - Letter Of Approval Using Malaysian Army Accident Statistical Data

TERHAD

Markas Tentera Darat
Cawangan Sumber Manusia
Wisma Pertahanan
Jalan Padang Tembak
50634 KUALA LUMPUR

Tel: 03-40140406

29 Mei 23

MK TD/G1/LS.500-2/15/3

Universiti Utara Malaysia Kuala Lumpur
41-3, Jalan Raja Muda Abdul Aziz
50300 Kuala Lumpur
(Untuk Perhatian: **Penolong Pendaftar**)



KELULUSAN MENGGUNAKAN MAKLUMAT STATISTIK KEMALANGAN DI DALAM TENTERA DARAT MALAYSIA (TDM) BAGI TUJUAN PENGAJIAN IJAZAH SARJANA (MASTERS) KAPTEN MUHAMMAD NIZAR BIN ZAABA (3013030) RAMD

Rujuk:

A. UUM/UUMKL/P-39/1 bertarikh 3 Apr 23.

1. Adalah dengan segala hormatnya dimaklumkan bahawa melalui **Rujuk A**, Pihak Tuan/Puan telah memajukan permohonan pengumpulan maklumat statistik kemalangan di dalam TDM bagi Kapten Muhammad Nizar bin Zaaba (3013030) RAMD untuk melaksanakan kajian dalam pengajian *Masters of Science* (Occupational Safety and Health Management) beliau.

2. Sehubungan itu, Markas ini tiada mempunyai halangan bagi pegawai berkenaan menggunakan maklumat statistik kemalangan di dalam TDM bagi tujuan pengajiannya dan membenarkan maklumat yang akan diberikan ini dimasukkan dalam kertas kajiannya. Sebarang pertanyaan bagi perolehan maklumat yang diperlukan sila berhubung dengan **Pegawai Staf 3 Lembaga Siasatan** di talian +6019-4560036.

3. Sekian, perkara dimajukan untuk perhatian dan tindakan pihak Tuan/Puan selanjutnya. Terima kasih.

"GAGAH SETIA"



MUHAMMAD SYAIF BIN HANIPPUDIN
Kapt
bp Panglima Tentera Darat

Salinan Kepada:

MK TD - Cwg OPLAT
(Untuk Perhatian: Kapt Muhammad Nizar bin Zaaba (3013030) RAMD)

TERHAD