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**THE MODERATING EFFECT OF LEADER-MEMBER EXCHANGE ON THE  
RELATIONSHIP BETWEEN SAFETY MANAGEMENT PRACTICES AND  
SAFETY PERFORMANCE**

**By**

**TEO WEI LOONG**



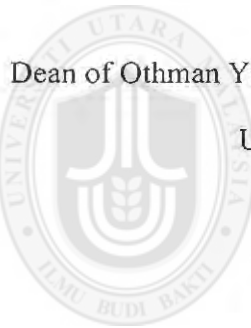
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Master of Occupational Safety and Health Management**

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## ABSTRACT

The present study investigated the relationship between safety management practices and safety performance of nurses in Hospital Pulau Pinang. It also examined the moderating effect of leader-member exchange on the relationship between safety management practices and safety performance. The safety management practices were management commitment, safety training, safety communication and feedback, employees' involvement, safety rules and procedures, and safety promotion policies. The questionnaire consisted of 50 items adapted from previous studies. The questionnaires were distributed to 295 Grade U29 permanent nurses in Hospital Pulau Pinang for data collection, and the data were analyzed using the partial least squares-structural equation modeling (PLS-SEM). The findings showed that management commitment and safety promotion policies positively and significantly affected safety compliance, but not safety participation. Furthermore, the results also supported that employees' involvement and safety rules and procedures were positively related to safety performance (safety participation and safety compliance). Finally, managerial and theoretical implications are discussed and recommendations are made for future researchers.

**Keywords:** safety management practices, leader-member exchange, safety performance, nurse, Hospital Pulau Pinang.

## ABSTRAK

Kajian ini menyelidik hubungan antara amalan pengurusan dan prestasi keselamatan dalam kalangan jururawat di Hospital Pulau Pinang. Di samping itu, kajian ini turut meneliti kesan hubungan pemimpin-anggota dalam amalan pengurusan dan prestasi keselamatan. Amalan-amalan pengurusan terdiri daripada komitmen pihak pengurusan, latihan keselamatan, penglibatan pekerja, komunikasi dan maklum balas keselamatan, penglibatan pekerja, peraturan dan prosedur keselamatan serta polisi galakan keselamatan. Soal selidik terdiri daripada 50 item yang telah diadaptasi daripada kajian sebelumnya. Sebanyak 295 borang soal selidik telah diedarkan kepada jururawat tetap Gred U29 di Hospital Pulau Pinang. Keseluruhan soal selidik telah digunakan untuk analisis data dengan menggunakan pemodelan separa persamaan kuasa dua berstruktur (PLS-SEM). Dapatan kajian menunjukkan bahawa komitmen pihak pengurusan dan polisi galakan keselamatan mempunyai hubungan positif dan signifikan yang mempengaruhi kepatuhan keselamatan, tetapi tidak bagi penglibatan keselamatan. Selain itu, dapatan kajian juga menyokong penglibatan pekerja dan peraturan. Prosedur keselamatan pula mempunyai hubungan yang positif dengan prestasi keselamatan (kepatuhan keselamatan dan penglibatan keselamatan). Akhir sekali, implikasi pengurusan dan praktis telah dibincangkan beserta cadangan kepada penyelidik pada masa hadapan.

**Kata Kunci:** Amalan pengurusan, hubungan pemimpin-anggota, prestasi keselamatan, industri kesihatan

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of Study

Nurses are healthcare professionals who have completed their studies in nursing in a recognized institution and obtained licenses from a nursing board to offer patients a range of nursing services. They have equipped themselves with professional knowledge and skills to provide the best care possible to their patients and also teach the patients how to take care of their own health.

Table 1.1. *Number of Nurses by State, Sector and Ratio of Nurse to Population, Malaysia as at 31 December, 2015*

| NEGERI<br>State  | SEKTOR AWAM<br>Public Sector         |                                                |                 | SEKTOR<br>SWASTA <sup>2</sup><br>Private Sector <sup>2</sup> | JUMLAH<br>Total | NISBAH JURURAWAT KEPADA<br>PENDUDUK<br>Nurse to Population Ratio |
|------------------|--------------------------------------|------------------------------------------------|-----------------|--------------------------------------------------------------|-----------------|------------------------------------------------------------------|
|                  | KKM <sup>1</sup><br>MoH <sup>1</sup> | BUKAN KKM <sup>2</sup><br>Non MoH <sup>2</sup> | JUMLAH<br>Total |                                                              |                 |                                                                  |
| Pertlis          | 856                                  | 14                                             | 870             | 19                                                           | 889             | 1: 277                                                           |
| Kedah            | 4,542                                | 0                                              | 4,542           | 1110                                                         | 5,652           | 1: 367                                                           |
| Pulau Pinang     | 3,390                                | 3                                              | 3,393           | 3924                                                         | 7,317           | 1: 227                                                           |
| Perak            | 5,764                                | 0                                              | 5,764           | 1836                                                         | 7,600           | 1: 326                                                           |
| Selangor         | 8,095                                | 88                                             | 8,183           | 8140                                                         | 16,323          | 1: 360                                                           |
| W.P Kuala Lumpur | 4,585                                | 4,036                                          | 8,621           | 6374                                                         | 14,995          | 1: 118                                                           |
| W.P Putrajaya    | 2,952                                | 0                                              | 2,952           | 25                                                           | 2,977           | 1: 30                                                            |
| W.P Labuan       | 230                                  | 0                                              | 230             | 13                                                           | 243             | 1: 398                                                           |
| Negeri Sembilan  | 2,474                                | 5                                              | 2,479           | 1278                                                         | 3,757           | 1: 292                                                           |
| Melaka           | 2,068                                | 4                                              | 2,072           | 1439                                                         | 3,511           | 1: 249                                                           |
| Johor            | 6,420                                | 21                                             | 6,441           | 2577                                                         | 9,018           | 1: 394                                                           |
| Pahang           | 3,857                                | 0                                              | 3,857           | 747                                                          | 4,604           | 1: 353                                                           |
| Terengganu       | 2,772                                | 0                                              | 2,772           | 283                                                          | 3,055           | 1: 378                                                           |
| Kelantan         | 3,442                                | 1,376                                          | 4,818           | 469                                                          | 5,287           | 1: 325                                                           |
| Sabah            | 7,006                                | 6                                              | 7,012           | 778                                                          | 7,790           | 1: 455                                                           |
| Sarawak          | 5,563                                | 21                                             | 5,584           | 1323                                                         | 6,907           | 1: 382                                                           |
| <b>MALAYSIA</b>  | <b>64,016</b>                        | <b>5,574</b>                                   | <b>69,590</b>   | <b>30,335</b>                                                | <b>99,925</b>   | <b>1: 305</b>                                                    |

Source : Health Informatics Centre, MoH (2015)

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## Appendix A

### English Questionnaire



### QUESTIONNAIRE

Dear Participants,

I am a postgraduate student at Universiti Utara Malaysia. I am currently conducting a research project regarding safety performance, to fulfil the Master requirement of the university. The intention of this study is to find out the relationship between safety management practices, safety leadership and safety performance among nurses.

This is an anonymous survey whereby all responses will be kept strictly confidential and will be used for academic purposes only.

Thank you for your time and participation.

Yours sincerely,

Teo Wei Loong

Master candidate : Master of Science (Occupational Safety and Health) Management

Mobile : 016-5108521

Email : drgn\_0620@hotmail.com

Please tick (✓) in the appropriate box to indicate your level of agreement or disagreement with the following statements according to the scale below.

|                    |          |         |       |                   |
|--------------------|----------|---------|-------|-------------------|
| Strong<br>Disagree | Disagree | Neutral | Agree | Strongly<br>Agree |
| 1                  | 2        | 3       | 4     | 5                 |

**Part 1 Safety Management Practices**

Please indicate your agreement or disagreement with the following statements.

| Management Commitment |                                                                                                               | 1 | 2 | 3 | 4 | 5 |
|-----------------------|---------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1                     | Safety is given high priority of the management.                                                              |   |   |   |   |   |
| 2                     | Safety rules and procedures are strictly followed by the management of the hospital.                          |   |   |   |   |   |
| 3                     | Corrective action is always taken when the management of the hospital is told about unsafe practices.         |   |   |   |   |   |
| 4                     | In my hospital, managers/supervisors do not show interest in the safety of the workers.                       |   |   |   |   |   |
| 5                     | Management of the hospital considers safety to be equally important as healthcare delivery.                   |   |   |   |   |   |
| 6                     | Members of the management do not attend safety meetings.                                                      |   |   |   |   |   |
| 7                     | I feel that management of the hospital is willing to compromise on safety for increasing healthcare delivery. |   |   |   |   |   |
| 8                     | When near-miss accidents are reported, my management acts quickly to solve the problem.                       |   |   |   |   |   |
| 9                     | My hospital provides sufficient personal protective equipment for the workers.                                |   |   |   |   |   |

| <b>Safety Training</b>                   |                                                                                                                               | 1 | 2 | 3 | 4 | 5 |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 10                                       | My hospital gives comprehensive training to the workers in hospital health and safety issues.                                 |   |   |   |   |   |
| 11                                       | Newly recruits are trained adequately to learn safety rules and procedures.                                                   |   |   |   |   |   |
| 12                                       | Safety issues are given high priority in training programs.                                                                   |   |   |   |   |   |
| 13                                       | Management of the hospital encourages the workers to attend safety training programs.                                         |   |   |   |   |   |
| 14                                       | Safety training given to me is adequate to enable me to assess hazards in workplace.                                          |   |   |   |   |   |
| <b>Employees Involvement</b>             |                                                                                                                               | 1 | 2 | 3 | 4 | 5 |
| 15                                       | Management of the hospital always welcomes opinion from the workers before making final decisions on safety related matters.  |   |   |   |   |   |
| 16                                       | My hospital has safety committees consisting of representatives of management and workers.                                    |   |   |   |   |   |
| 17                                       | Management of the hospital promotes workers involvement in safety related matters.                                            |   |   |   |   |   |
| 18                                       | Management of the hospital consults with workers regularly about hospital health and safety issues.                           |   |   |   |   |   |
| <b>Safety Communication and Feedback</b> |                                                                                                                               | 1 | 2 | 3 | 4 | 5 |
| 19                                       | My hospital doesn't have a hazard reporting system where employees can communicate hazard information before incidents occur. |   |   |   |   |   |
| 20                                       | Management of the hospital operates an open door policy on safety issues.                                                     |   |   |   |   |   |
| 21                                       | The target and goals for safety performance in my hospital are not clear to the workers.                                      |   |   |   |   |   |

| <b>Safety Rules and Procedures</b> |                                                                                                                                                                               | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 22                                 | The safety rules and procedures followed in my hospital are sufficient to prevent incidents occurring.                                                                        |          |          |          |          |          |
| 23                                 | The facilities in the safety department are not adequate to meet the needs of my hospital.                                                                                    |          |          |          |          |          |
| 24                                 | My supervisors and managers always try to enforce safety working procedures.                                                                                                  |          |          |          |          |          |
| 25                                 | Safety inspections are carried out regularly.                                                                                                                                 |          |          |          |          |          |
| 26                                 | The safety procedures and practices in this hospital are useful and effective.                                                                                                |          |          |          |          |          |
| <b>Safety Promotion Policies</b>   |                                                                                                                                                                               | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 27                                 | In my hospital, safe behavior is considered as a positive factor for job promotions.                                                                                          |          |          |          |          |          |
| 28                                 | In my hospital, employees are rewarded for reporting hazards (thanked, cash or other rewards, recognition in newsletter, etc.)                                                |          |          |          |          |          |
| 29                                 | In my hospital, safety week celebration and other safety promotional activities arranged by the management are very effective in creating safety awareness among the workers. |          |          |          |          |          |
| 30                                 | There exists very healthy competition among the workers to find out and report unsafe condition and acts.                                                                     |          |          |          |          |          |

## **Part 2 Safety Leadership**

Please tick (✓) in the appropriate box to indicate your level of agreement or disagreement with the following statements.

| <b>Leader Member Exchange (LMX)</b> |                                                                                                                                  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 31                                  | My supervisor understands my problems and needs.                                                                                 |          |          |          |          |          |
| 32                                  | My supervisor would be personally inclined to use his/her power to help me solve problems in my work.                            |          |          |          |          |          |
| 33                                  | I can count on my supervisor to “bail me out,” even at his/ her own expense when I really need it.                               |          |          |          |          |          |
| 34                                  | I have enough confidence in my supervisor that I would defend and justify his/her decisions if he/she were not present to do so. |          |          |          |          |          |
| 35                                  | I usually know where I stand with my supervisor.                                                                                 |          |          |          |          |          |
| 36                                  | I would view my working relationship with my supervisor as extremely effective.                                                  |          |          |          |          |          |
| 37                                  | I usually know how satisfied my supervisor is with me.                                                                           |          |          |          |          |          |
| 38                                  | My supervisor recognizes my potential well.                                                                                      |          |          |          |          |          |

### **Part 3 Safety Performance**

Please tick (✓) in the appropriate box to indicate your level of agreement or disagreement with the following statements.

| <b>Safety Compliance</b>    |                                                                                                    | 1 | 2 | 3 | 4 | 5 |
|-----------------------------|----------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 39                          | I use all necessary safety equipment to do my job.                                                 |   |   |   |   |   |
| 40                          | I carry out my work in a safe manner.                                                              |   |   |   |   |   |
| 41                          | I follow correct safety rules and procedures while carrying out my job.                            |   |   |   |   |   |
| 42                          | I ensure the highest levels of safety when I carry out my job.                                     |   |   |   |   |   |
| 43                          | Occasionally due to lack of time, I deviate from correct and safe work procedures.                 |   |   |   |   |   |
| 44                          | Occasionally due to over familiarity with the job, I deviate from correct and safe work procedures |   |   |   |   |   |
| 45                          | It is not always practical to follow all safety rules and procedures while doing a job.            |   |   |   |   |   |
| <b>Safety Participation</b> |                                                                                                    | 1 | 2 | 3 | 4 | 5 |
| 46                          | I help my co-workers when they are working under risky or hazardous conditions.                    |   |   |   |   |   |
| 47                          | I always point out to the management if any safety related matters are noticed in my hospital.     |   |   |   |   |   |
| 48                          | I put extra effort to improve the safety of the workplace.                                         |   |   |   |   |   |
| 49                          | I voluntarily carryout tasks or activities that help to improve workplace safety.                  |   |   |   |   |   |
| 50                          | I encourage my co-workers to work safely.                                                          |   |   |   |   |   |

## Part B: Demographic profile of the respondents

Please tick (✓) to the following question about yourself.

1. Gender :

(      ) Male                  (      ) Female

## 2. Level of education

(        ) SPM                      (        ) Diploma                      (        ) Degree

( ) Master ( ) PHd.

( ) Others (Please specify: \_\_\_\_\_)

3. Please write down your staff position and grade in this hospital.

Position: \_\_\_\_\_ Grade: \_\_\_\_\_

4. In your staff position, do you typically have direct interaction or contact with patients?

( ) Yes ( ) No

5. How long have you worked in this hospital?

( ) Less than 1 year      ( ) 11 to 15 years

( ) 1 to 5 years ( ) 16 to 20 years

( ) 6 to 10 years                      ( ) 21 years or more

6. How long have you worked in your current hospital work area/unit?

( ) Less than 1 year                      ( ) 11 to 15 years

( ) 1 to 5 years                      ( ) 16 to 20 years

( ) 6 to 10 years                      ( ) 21 years or more

7. In the past 12 months, how many event reports have you filled out and submitted?

( ) No event reports                      ( ) 6 to 10 event reports

( ) 1 to 2 event reports      ( ) 11 to 20 event reports

( ) 3 to 5 event reports      ( ) 21 event reports or more

**-THANK YOU FOR COMPLETING THIS SURVEY-**

## Appendix B

### Malay Questionnaire



#### BORANG SOAL SELIDIK

Kepada peserta,

Saya ialah pelajar pascasiswazah di Universiti Utara Malaysia. Untuk makluman, saya sedang menjalankan kajian berkaitan pencapaian keselamatan bagi memenuhi syarat pengijazahan peringkat sarjana di universiti ini. Tujuan kajian ini dijalankan adalah untuk mengenal pasti hubungan di antara amalan pengurusan keselamatan, kepimpinan keselamatan, dan pencapaian keselamatan dalam kalangan jururawat.

Soal selidik ini adalah sulit, semua maklum balas adalah rahsia dan akan digunakan hanya untuk tujuan akademik.

Terima kasih kerana sudi meluangkan masa untuk melengkapkan soal selidik ini.

Yang benar,

Teo Wei Loong

Calon Sarjana : Master of Science (Occupational Safety and Health) Management

Telefon bimbit : 016-5108521

Emel : drgn\_0620@hotmail.com

Sila tandakan (✓) pada ruangan yang sesuai bagi menunjukkan tahap persetujuan anda bagi pernyataan berikut berdasarkan skala di bawah:

|                              |                    |         |           |                     |
|------------------------------|--------------------|---------|-----------|---------------------|
| Sangat<br>Tidak<br>Bersetuju | Tidak<br>Bersetuju | Neutral | Bersetuju | Sangat<br>Bersetuju |
| 1                            | 2                  | 3       | 4         | 5                   |

**Bahagian 1 Amalan Pengurusan Keselamatan**

Sila nyatakan tahap persetujuan anda dengan pernyataan berikut:

| Komitmen Pihak Pengurusan |                                                                                                                                                         | 1 | 2 | 3 | 4 | 5 |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1                         | Pihak pengurusan memberikan keutamaan tertinggi terhadap aspek keselamatan.                                                                             |   |   |   |   |   |
| 2                         | Pihak pengurusan hospital sangat mematuhi peraturan dan prosedur keselamatan.                                                                           |   |   |   |   |   |
| 3                         | Pihak hospital selalunya akan membuat penambahbaikan apabila mendapat maklumat tentang amalan yang tidak selamat.                                       |   |   |   |   |   |
| 4                         | Pengurus/ penyelia di hospital saya tidak menunjukkan minat terhadap keselamatan para pekerja.                                                          |   |   |   |   |   |
| 5                         | Bagi pihak pengurusan hospital, aspek keselamatan adalah sama pentingnya dengan perkhidmatan kesihatan.                                                 |   |   |   |   |   |
| 6                         | Ahli pengurusan tidak menghadiri mesyuarat keselamatan.                                                                                                 |   |   |   |   |   |
| 7                         | Saya merasakan bahawa pihak pengurusan hospital bersedia untuk mempertimbangkan aspek keselamatan bagi meningkatkan penyampaian perkhidmatan kesihatan. |   |   |   |   |   |
| 8                         | Apabila kemalangan nyaris dilaporkan, pihak pengurusan segera bertindak untuk menyelesaikannya.                                                         |   |   |   |   |   |
| 9                         | Hospital saya menyediakan peralatan perlindungan peribadi yang mencukupi kepada pekerja.                                                                |   |   |   |   |   |

| <b>Latihan Keselamatan</b>                      |                                                                                                                                                     | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 10                                              | Hospital saya menyediakan latihan kesihatan dan keselamatan yang komprehensif kepada para pekerja.                                                  |          |          |          |          |          |
| 11                                              | Pekerja baharu dilatih dengan secukupnya untuk mempelajari peraturan dan prosedur keselamatan.                                                      |          |          |          |          |          |
| 12                                              | Isu-isu keselamatan diberikan keutamaan dalam program latihan.                                                                                      |          |          |          |          |          |
| 13                                              | Pihak pengurusan hospital menggalakkan para pekerja menghadiri program latihan keselamatan.                                                         |          |          |          |          |          |
| 14                                              | Latihan keselamatan yang diberikan kepada saya adalah memadai bagi membolehkan saya menangani bahaya di tempat kerja.                               |          |          |          |          |          |
| <b>Penglibatan Pekerja</b>                      |                                                                                                                                                     | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 15                                              | Pihak pengurusan hospital sentiasa mengalu-alukan pendatang para pekerja sebelum membuat keputusan akhir berkaitan aspek keselamatan.               |          |          |          |          |          |
| 16                                              | Hospital saya mempunyai jawatankuasa keselamatan yang ahlinya terdiri daripada pihak pengurusan dan pekerja.                                        |          |          |          |          |          |
| 17                                              | Pihak pengurusan hospital menggalakkan penglibatan pekerja dalam hal yang berkaitan dengan keselamatan.                                             |          |          |          |          |          |
| 18                                              | Pihak pengurusan hospital selalu berbincang dengan pekerja tentang isu kesihatan dan keselamatan di hospital.                                       |          |          |          |          |          |
| <b>Komunikasi dan Maklum Balas Keselamatan.</b> |                                                                                                                                                     | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 19                                              | Hospital saya tidak mempunyai sistem laporan bahaya (hazard) yang membolehkan pekerja menyampaikan maklumat bahaya sebelum berlaku sesuatu insiden. |          |          |          |          |          |
| 20                                              | Pihak pengurusan hospital melaksanakan dasar terbuka terhadap isu keselamatan.                                                                      |          |          |          |          |          |
| 21                                              | Sasaran dan matlamat pencapaian keselamatan di hospital adalah tidak jelas bagi pekerja.                                                            |          |          |          |          |          |

| <b>Peraturan dan Prosedur Keselamatan</b> |                                                                                                                                                                                                                       | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 22                                        | Peraturan dan prosedur keselamatan yang dipatuhi di hospital ini adalah mencukupi bagi membendung berlakunya insiden.                                                                                                 |          |          |          |          |          |
| 23                                        | Kemudahan di jabatan keselamatan adalah tidak memadai dalam memenuhi keperluan hospital.                                                                                                                              |          |          |          |          |          |
| 24                                        | Penyelia dan pengurus saya sentiasa cuba untuk menguatkuasakan prosedur keselamatan pekerja.                                                                                                                          |          |          |          |          |          |
| 25                                        | Pemantauan keselamatan dijalankan secara berkala.                                                                                                                                                                     |          |          |          |          |          |
| 26                                        | Prosedur dan amalan keselamatan yang dilaksanakan di hospital ini adalah berguna dan berkesan.                                                                                                                        |          |          |          |          |          |
| <b>Polisi Galakan Keselamatan</b>         |                                                                                                                                                                                                                       | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 27                                        | Di hospital tempat saya bekerja, tingkah laku selamat dianggap sebagai faktor positif bagi galakan pekerjaan.                                                                                                         |          |          |          |          |          |
| 28                                        | Di hospital tempat saya bekerja, pekerja diberikan ganjaran jika melaporkan tentang keadaan bahaya (penghargaan, pemberian tunai atau ganjaran lain, pengiktirafan dalam akhbar, dan sebagainya)                      |          |          |          |          |          |
| 29                                        | Di hospital tempat saya bekerja, sambutan minggu keselamatan dan aktiviti galakan keselamatan lain yang diaturkan oleh pihak pengurusan sangat berkesan bagi mewujudkan kesedaran keselamatan dalam kalangan pekerja. |          |          |          |          |          |
| 30                                        | Terdapat persaingan yang sangat sihat dalam kalangan pekerja untuk mengetahui dan melaporkan keadaan dan perlakuan yang tidak selamat.                                                                                |          |          |          |          |          |

**Bahagian 2 Kepimpinan Keselamatan**

Tandakan (✓) pada petak yang bersesuaian untuk menunjukkan tahap persetujuan anda dengan pernyataan di bawah.

| Hubungan Pemimpin-Anggota |                                                                                                                                                                          | 1 | 2 | 3 | 4 | 5 |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 31                        | Penyelia memahami masalah dan keperluan saya.                                                                                                                            |   |   |   |   |   |
| 32                        | Penyelia akan cenderung menggunakan kuasanya untuk membantu saya menyelesaikan masalah dalam kerja.                                                                      |   |   |   |   |   |
| 33                        | Saya boleh mengharapkan penyelia untuk menyelamatkan saya, sehinggakan dengan perbelanjaan beliau sendiri apabila saya benar-benar perlukannya.                          |   |   |   |   |   |
| 34                        | Saya mempunyai keyakinan yang penuh terhadap penyelia dan akan mempertahankan serta mewajarkan keputusan beliau sekiranya beliau tidak hadir/ada untuk berbuat demikian. |   |   |   |   |   |
| 35                        | Saya selalunya tahu kedudukan saya pada pandangan penyelia.                                                                                                              |   |   |   |   |   |
| 36                        | Saya menganggap hubungan kerja antara saya dengan penyelia saya sebagai amat berkesan.                                                                                   |   |   |   |   |   |
| 37                        | Saya selalunya tahu sejauh mana penyelia berpuas hati terhadap saya.                                                                                                     |   |   |   |   |   |
| 38                        | Penyelia sangat mengiktiraf keupayaan saya.                                                                                                                              |   |   |   |   |   |

### **Bahagian 3 Pencapaian Keselamatan**

Sila tandakan (√) pada petak yang bersesuaian bagi menunjukkan tahap persetujuan anda dengan pernyataan berikut.

| <b>Kepatuhan Keselamatan</b>   |                                                                                                                                                 | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 39                             | Saya menggunakan kesemua peralatan keselamatan yang perlu semasa melakukan pekerjaan.                                                           |          |          |          |          |          |
| 40                             | Saya melaksanakan kerja dengan cara yang selamat.                                                                                               |          |          |          |          |          |
| 41                             | Saya mematuhi peraturan dan prosedur keselamatan yang betul semasa melaksanakan pekerjaan.                                                      |          |          |          |          |          |
| 42                             | Saya memastikan tahap keselamatan yang paling tinggi semasa melaksanakan pekerjaan.                                                             |          |          |          |          |          |
| 43                             | Berikutan kesuntukan masa, saya kadang kala menyimpang daripada prosedur kerja yang betul dan selamat.                                          |          |          |          |          |          |
| 44                             | Oleh kerana sangat terbiasa dengan pekerjaan, saya kadang kala menyimpang daripada prosedur kerja yang betul dan selamat.                       |          |          |          |          |          |
| 45                             | Bukanlah sesuatu yang praktikal untuk sentiasa mematuhi kesemua peraturan dan prosedur semasa melaksanakan pekerjaan.                           |          |          |          |          |          |
| <b>Penglibatan Keselamatan</b> |                                                                                                                                                 | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
| 46                             | Saya membantu rakan sekerja apabila mereka berhadapan dengan risiko atau keadaan yang membahayakan dalam pekerjaan.                             |          |          |          |          |          |
| 47                             | Saya selalu memaklumkan pihak pengurusan sekiranya terdapat sebarang perkara berkaitan keselamatan yang timbul di hospital tempat saya bekerja. |          |          |          |          |          |
| 48                             | Saya berusaha keras untuk meningkatkan tahap keselamatan di tempat kerja.                                                                       |          |          |          |          |          |
| 49                             | Saya dengan sukarela melaksanakan tugas atau aktiviti yang boleh membantu meningkatkan keselamatan tempat kerja.                                |          |          |          |          |          |
| 50                             | Saya menggalakkan rakan sekerja untuk bekerja secara selamat.                                                                                   |          |          |          |          |          |

## **Bahagian B: Profil Demografi Responden.**

Sila tandakan (✓) pada soalan tentang diri anda berikut.

1. Jantina:

(     ) Lelaki

(     ) Perempuan

2. Level of education / Tahap pendidikan

(     ) SPM

(     ) Diploma

(     ) Ijazah Pertama

(     ) Ijazah Sarjana

(     ) Phd.

(     ) lain-lain (Sila nyatakan: \_\_\_\_\_)

3. Sila tuliskan nama jawatan dan gred anda di hospital ini.

Jawatan: \_\_\_\_\_

Gred: \_\_\_\_\_

4. Dengan jawatan anda, adakah anda mempunyai interaksi atau hubungan secara langsung dengan pesakit?

(     ) Ya

(     ) Tidak

5. Sudah berapa lamakah anda berkhidmat di hospital ini?

(     ) Kurang daripada 1 tahun     (     ) 11 hingga 15 tahun

(     ) 1 hingga 5 tahun     (     ) 16 hingga 20 tahun

(     ) 6 hingga 10 tahun     (     ) 21 tahun dan lebih

6. Sudah berapa lamakah anda berkhidmat dalam bidang kerja/unit semasa?

(     ) Kurang daripada 1 tahun     (     ) 11 hingga 15 tahun

(     ) 1 hingga 5 tahun     (     ) 16 hingga 20 tahun

(     ) 6 hingga 10 tahun     (     ) 21 tahun dan lebih

7. Dalam tempoh 12 bulan sebelum ini, berapa banyakkah laporan kejadian yang telah anda isi dan serahkan?

- |                                     |                                        |
|-------------------------------------|----------------------------------------|
| (     ) Tiada laporan kejadian      | (     ) 6 hingga 10 laporan kejadian   |
| (     ) 1 hingga 2 laporan kejadian | (     ) 11 hingga 20 laporan kejadian  |
| (     ) 3 hingga 5 laporan kejadian | (     ) 21 atau lebih laporan kejadian |

**- TERIMA KASIH KERANA SUDI MELENGKAPKAN SOAL SELIDIK INI-**



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## Appendix C : NORMALITY TEST

### *Descriptive Statistics for the Normality Test*

|     | N         | Min.      | Max.      | Mean      | Std. Deviation | Skewness  |            | Kurtosis  |            |
|-----|-----------|-----------|-----------|-----------|----------------|-----------|------------|-----------|------------|
|     | Statistic | Statistic | Statistic | Statistic | Statistic      | Statistic | Std. Error | Statistic | Std. Error |
| MC  | 295       | 1.89      | 5.00      | 3.72      | 0.57           | -.391     | .142       | .475      | .283       |
| ST  | 295       | 1.80      | 5.00      | 3.69      | 0.63           | -.138     | .142       | -.127     | .283       |
| EI  | 295       | 2.00      | 5.00      | 3.62      | 0.60           | -.173     | .142       | -.041     | .283       |
| SCF | 295       | 1.67      | 5.00      | 3.30      | 0.62           | .491      | .142       | .079      | .283       |
| SRP | 295       | 2.20      | 4.80      | 3.48      | 0.53           | -.417     | .142       | -.116     | .283       |
| SPP | 295       | 1.00      | 5.00      | 3.19      | 0.70           | -.275     | .142       | .581      | .283       |
| LMX | 295       | 1.75      | 5.00      | 3.37      | 0.53           | .089      | .142       | .287      | .283       |
| SC  | 295       | 2.29      | 5.00      | 3.59      | 0.56           | .659      | .142       | .049      | .283       |
| SP  | 295       | 2.20      | 5.00      | 3.87      | 0.53           | -.093     | .142       | .612      | .283       |

**Appendix D : PLS-SEM MEASUREMENT**

**D1: Cronbachs Alpha**

|     | Cronbachs Alpha |
|-----|-----------------|
| MC  | 0.844           |
| ST  | 0.897           |
| EI  | 0.804           |
| SRP | 0.708           |
| SPP | 0.769           |
| LMX | 0.850           |
| SC  | 0.789           |
| SP  | 0.864           |

**D2: Composite Reliability**

|     | Composite Reliability |
|-----|-----------------------|
| MC  | 0.880                 |
| ST  | 0.923                 |
| EI  | 0.871                 |
| SRP | 0.808                 |
| SPP | 0.740                 |
| LMX | 0.881                 |
| SC  | 0.766                 |
| SP  | 0.901                 |

**D3: Average Variance Extracted (AVE)**

|     | AVE   |
|-----|-------|
| MC  | 0.619 |
| ST  | 0.707 |
| EI  | 0.630 |
| SRP | 0.665 |
| SPP | 0.607 |
| LMX | 0.621 |
| SC  | 0.734 |
| SP  | 0.647 |

#### D4: Discriminant Validity

Latent Variable Correlations

|     | EI           | LMX          | MC           | SC           | SP           | SPP          | SRP          | ST           |
|-----|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| EI  | <b>0.794</b> |              |              |              |              |              |              |              |
| LMX | 0.428        | <b>0.722</b> |              |              |              |              |              |              |
| MC  | 0.635        | 0.434        | <b>0.787</b> |              |              |              |              |              |
| SC  | 0.399        | 0.310        | 0.413        | <b>0.857</b> |              |              |              |              |
| SP  | 0.395        | 0.319        | 0.379        | 0.750        | <b>0.804</b> |              |              |              |
| SPP | 0.570        | 0.463        | 0.531        | 0.242        | 0.270        | <b>0.779</b> |              |              |
| SRP | 0.664        | 0.528        | 0.620        | 0.421        | 0.427        | 0.585        | <b>0.816</b> |              |
| ST  | 0.731        | 0.510        | 0.637        | 0.376        | 0.414        | 0.603        | 0.692        | <b>0.841</b> |

#### D5: Cross-loadings measure

*Cross Loadings*

|          | Management<br>Commitment | Safety<br>Training | Employee<br>Involvement | Safety<br>Rules<br>and<br>Procedures | Safety<br>Promotion<br>Policies | Leader-<br>member<br>Exchange | Safety<br>Compliance | Safety<br>Participation |
|----------|--------------------------|--------------------|-------------------------|--------------------------------------|---------------------------------|-------------------------------|----------------------|-------------------------|
| SMPM C01 | <b>0.842</b>             | 0.510              | 0.509                   | 0.473                                | 0.474                           | 0.366                         | 0.344                | 0.301                   |
| SMPM C02 | <b>0.823</b>             | 0.535              | 0.496                   | 0.507                                | 0.445                           | 0.352                         | 0.352                | 0.294                   |
| SMPM C03 | <b>0.811</b>             | 0.455              | 0.465                   | 0.464                                | 0.387                           | 0.296                         | 0.357                | 0.304                   |
| SMPM C05 | <b>0.835</b>             | 0.499              | 0.500                   | 0.511                                | 0.447                           | 0.340                         | 0.314                | 0.326                   |
| SMPM C07 | <b>0.780</b>             | 0.480              | 0.511                   | 0.491                                | 0.422                           | 0.353                         | 0.331                | 0.291                   |
| SMPM C08 | <b>0.764</b>             | 0.509              | 0.564                   | 0.519                                | 0.345                           | 0.358                         | 0.310                | 0.317                   |
| SMPM C09 | <b>0.633</b>             | 0.542              | 0.457                   | 0.454                                | 0.407                           | 0.335                         | 0.254                | 0.248                   |
| SMPS T10 | 0.561                    | <b>0.830</b>       | 0.564                   | 0.593                                | 0.499                           | 0.460                         | 0.291                | 0.318                   |
| SMPS T11 | 0.510                    | <b>0.859</b>       | 0.576                   | 0.569                                | 0.558                           | 0.383                         | 0.303                | 0.338                   |
| SMPS     | 0.593                    | <b>0.911</b>       | 0.669                   | 0.637                                | 0.546                           | 0.424                         | 0.382                | 0.422                   |

|              |       |              |              |              |              |              |              |       |
|--------------|-------|--------------|--------------|--------------|--------------|--------------|--------------|-------|
| T12<br>SMPS  | 0.584 | <b>0.839</b> | 0.654        | 0.616        | 0.491        | 0.497        | 0.342        | 0.374 |
| T13<br>SMPS  | 0.399 | <b>0.757</b> | 0.606        | 0.474        | 0.431        | 0.380        | 0.235        | 0.257 |
| T14<br>SMPEI | 0.362 | 0.455        | <b>0.640</b> | 0.433        | 0.467        | 0.315        | 0.239        | 0.172 |
| 15<br>SMPEI  | 0.544 | 0.537        | <b>0.852</b> | 0.487        | 0.413        | 0.314        | 0.431        | 0.390 |
| 16<br>SMPEI  | 0.559 | 0.659        | <b>0.893</b> | 0.578        | 0.463        | 0.347        | 0.316        | 0.333 |
| 17<br>SMPEI  | 0.526 | 0.694        | <b>0.766</b> | 0.640        | 0.526        | 0.417        | 0.228        | 0.307 |
| 18<br>SMPS   | 0.371 | 0.428        | 0.473        | <b>0.593</b> | 0.414        | 0.272        | 0.137        | 0.103 |
| RP22<br>SMPS | 0.548 | 0.615        | 0.580        | <b>0.877</b> | 0.436        | 0.449        | 0.432        | 0.446 |
| RP24<br>SMPS | 0.478 | 0.539        | 0.507        | <b>0.853</b> | 0.502        | 0.479        | 0.308        | 0.334 |
| RP25<br>SMPS | 0.595 | 0.654        | 0.626        | <b>0.901</b> | 0.594        | 0.479        | 0.386        | 0.374 |
| RP26<br>SMPS | 0.508 | 0.539        | 0.519        | 0.527        | <b>0.881</b> | 0.403        | 0.283        | 0.281 |
| PP27<br>SMPS | 0.360 | 0.420        | 0.383        | 0.431        | <b>0.715</b> | 0.339        | 0.101        | 0.157 |
| PP29<br>SMPS | 0.304 | 0.435        | 0.404        | 0.382        | <b>0.731</b> | 0.343        | 0.080        | 0.126 |
| PP30<br>SLLM | 0.462 | 0.508        | 0.405        | 0.532        | 0.501        | <b>0.722</b> | 0.295        | 0.299 |
| X31<br>SLLM  | 0.253 | 0.290        | 0.262        | 0.297        | 0.262        | <b>0.569</b> | 0.043        | 0.086 |
| X33<br>SLLM  | 0.259 | 0.335        | 0.245        | 0.297        | 0.325        | <b>0.770</b> | 0.179        | 0.206 |
| X34<br>SLLM  | 0.256 | 0.362        | 0.250        | 0.346        | 0.288        | <b>0.769</b> | 0.253        | 0.267 |
| X35<br>SLLM  | 0.355 | 0.396        | 0.363        | 0.445        | 0.340        | <b>0.810</b> | 0.320        | 0.270 |
| X36<br>SLLM  | 0.224 | 0.291        | 0.298        | 0.279        | 0.262        | <b>0.637</b> | 0.117        | 0.146 |
| X37<br>SLLM  | 0.302 | 0.305        | 0.315        | 0.361        | 0.284        | <b>0.746</b> | 0.151        | 0.187 |
| X38<br>SPSC3 | 0.310 | 0.403        | 0.360        | 0.380        | 0.239        | 0.339        | <b>0.771</b> | 0.496 |
| 9<br>SPSC4   | 0.386 | 0.294        | 0.356        | 0.369        | 0.228        | 0.247        | <b>0.893</b> | 0.640 |
| 0<br>SPSC4   | 0.346 | 0.256        | 0.290        | 0.310        | 0.197        | 0.241        | <b>0.906</b> | 0.706 |

|       |       |       |       |       |       |       |              |              |
|-------|-------|-------|-------|-------|-------|-------|--------------|--------------|
| 1     |       |       |       |       |       |       |              |              |
| SPSC4 | 0.366 | 0.325 | 0.350 | 0.374 | 0.164 | 0.231 | <b>0.852</b> | 0.725        |
| 2     |       |       |       |       |       |       |              |              |
| SPSP4 | 0.214 | 0.205 | 0.234 | 0.254 | 0.079 | 0.208 | 0.595        | <b>0.707</b> |
| 6     |       |       |       |       |       |       |              |              |
| SPSP4 | 0.214 | 0.267 | 0.260 | 0.227 | 0.122 | 0.180 | 0.560        | <b>0.756</b> |
| 7     |       |       |       |       |       |       |              |              |
| SPSP4 | 0.357 | 0.421 | 0.408 | 0.434 | 0.336 | 0.300 | 0.663        | <b>0.872</b> |
| 8     |       |       |       |       |       |       |              |              |
| SPSP4 | 0.367 | 0.392 | 0.346 | 0.370 | 0.286 | 0.306 | 0.537        | <b>0.820</b> |
| 9     |       |       |       |       |       |       |              |              |
| SPSP5 | 0.322 | 0.325 | 0.301 | 0.374 | 0.184 | 0.255 | 0.675        | <b>0.856</b> |
| 0     |       |       |       |       |       |       |              |              |



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## APPENDIX E : PLS-SEM STRUCTURAL MODELS

### E1: Path Coefficient

|                    | Original<br>Sample (O) | Sample<br>Mean (M) | Standard<br>Deviation<br>(STDEV) | T Statistics<br>(IO/STDEVI) | P values |
|--------------------|------------------------|--------------------|----------------------------------|-----------------------------|----------|
| MC -> SC           | 0.160                  | 0.147              | 0.073                            | 2.194                       | 0.028    |
| ST -> SC           | 0.025                  | 0.009              | 0.086                            | 0.295                       | 0.768    |
| EI -> SC           | 0.171                  | 0.168              | 0.086                            | 1.982                       | 0.048    |
| SRP -> SC          | 0.188                  | 0.203              | 0.092                            | 2.052                       | 0.040    |
| SPP -> SC          | -0.147                 | -0.126             | 0.081                            | 1.817                       | 0.069    |
| MC -> SP           | 0.084                  | 0.093              | 0.072                            | 1.157                       | 0.247    |
| ST-> SP            | 0.095                  | 0.093              | 0.090                            | 1.066                       | 0.287    |
| EI -> SP           | 0.183                  | 0.155              | 0.089                            | 2.047                       | 0.041    |
| SRP -> SP          | 0.205                  | 0.212              | 0.078                            | 2.616                       | 0.009    |
| SPP -> SP          | -0.103                 | -0.100             | 0.071                            | 1.445                       | 0.149    |
|                    |                        |                    |                                  |                             |          |
| LMX *<br>MC -> SC  | -0.010                 | 0.025              | 0.118                            | 0.083                       | 0.934    |
| LMX *<br>ST -> SC  | -0.202                 | 0.027              | 0.178                            | 1.133                       | 0.257    |
| LMX *<br>EI -> SC  | -0.126                 | -0.073             | 0.129                            | 0.974                       | 0.330    |
| LMX *<br>SRP -> SC | 0.081                  | 0.001              | 0.103                            | 0.787                       | 0.431    |
| LMX *<br>SPP -> SC | -0.008                 | -0.071             | 0.095                            | 0.084                       | 0.933    |
| LMX *<br>MC -> SP  | 0.053                  | 0.024              | 0.118                            | 0.449                       | 0.653    |
| LMX *<br>ST -> SP  | 0.095                  | 0.100              | 0.128                            | 0.743                       | 0.458    |
| LMX *<br>EI -> SP  | 0.176                  | 0.022              | 0.194                            | 0.909                       | 0.364    |
| LMX *<br>SRP -> SP | 0.002                  | 0.018              | 0.106                            | 0.017                       | 0.986    |
| LMX *<br>SPP -> SP | -0.059                 | -0.036             | 0.095                            | 0.624                       | 0.533    |