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



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ABSTRACT

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

ABSTRAK

Banyak pemerhatian telah diberikan kepada persepsi pekerja tentang keselamatan di tempat kerja. Walau bagaimanapun, kajian terhadap keselamatan dalam Angkatan Tentera Malaysia (ATM) terutamanya kepada Tentera Darat Malaysia adalah agak terhad. Keberkesanan dalam kepimpinan bermula apabila setiap ahli didalam organisasi berusaha untuk mencapai satu tujuan yang sama. Pemimpin memainkan peranan penting dalam mempengaruhi pengikut untuk bekerjasama bagi mencapai sesuatu misi. Dalam kajian ini, pemboleh ubah bebas seperti kepimpinan transaksi, transformasi dan situasi telah dibincangkan untuk menentukan perkaitan perhubungan keatas tingkahlaku keselamatan antara generasi X dan generasi Y. Sebanyak 250 set borang soal selidik telah diagihkan kepada anggota tentera dan sejumlah 215 set telah berjaya dikumpul daripada Rejimen Ke-31 Artileri Diraja, yang berpangkalan di Kem Tun Ibrahim, Kajang, Selangor. Kaedah Cronbach Alpha digunakan untuk mengukur ketekalan dalaman soal selidik. Soal selidik ini telah dibina dan diubahsuai berdasarkan Gaya Kepimpinan dan Work Safety Scale (WSS) Hayes et al. (1988). Beberapa analisis statistik telah digunakan untuk menguji objektif kajian seperti analisis regresi berganda. Kekerapan Statistik deskriptif seperti min, kekerapan dan sisihan piawai digunakan untuk menganalisis hubungan (transformasi, transaksi dan situasi) mempengaruhi tingkahlaku keselamatan antara generasi X dan generasi Y. Selain itu, statistik inferens, analisis korelasi Pearson telah digunakan pada paras signifikan 0.05 untuk menentukan kekuatan hubungan di antara kepimpinan transaksional, transformasi dan situasi ke atas tingkahlaku keselamatan anatara Generasi X dan Generasi Y. Berdasarkan dapatan kajian, semua pemboleh ubah bebas mempunyai hubungan yang bererti (transformasi, transaksi dan situasi) atau korelasi Pearson dengan setiap pembolehubah bergantung (tingkahlaku Keselamatan) dalam kalangan generasi X dan generasi Y. Selain itu, mengenali kumpulan generasi yang berbeza akan membantu pemimpin di setiap peringkat dalam memimpin ahli-ahli organisasi mereka. Oleh yang demikian, hasil kajian ini dapat dimanfaatkan oleh kepimpinan Tentera Darat Malaysia.

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LIST OF ABBREVIATIONS

JRP	: Department of Record and Pension
SOP	: Standard Operating Procedures
SPSS	: Statistical Package For Social Science
OHS	: Occupational Safety and Health
UUM	: Universiti Utara Malaysia



UUM
Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

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

1.2 Background of the Study

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

Basically, the safety behavior of army personnel was highly influenced by various aspects such as job safety, safety programs, co-worker safety, supervisor safety and management safety practices and held within the organization (Syed Aziz, 2012).

Malaysian Army is responsible in providing an environment that is safe for their military staffs. Within the Malaysian Army context, there are several critical issues such as the role of communities in which they operate as well as ensuring a safe workplace for the Army personnel.

As claimed by Yu and Miller (2005), with the presence of the generation gap differences when it involves the new as well as older soldier, it could possibly provide opportunities. However, it will also contribute towards other issues. Today's workforce can be divided into three (3) distinctive generations i.e. the baby boomers, generation X and generation Y. In reference to Hu, Herrick and Hodgins (2004), the differences that are seen between the different generations are aspects such as the expectations, style in communicating, values as well as norms, attitude when it comes to carrying out duties or work as well as in life, comfort in technology, perspectives in terms of loyalty and authority and last but not least, the acceptance of changes.

Basically, each generation possessed their own characteristics. Baby boomers who were born between 1945 and 1964 are observed to show commitment at their working place and therefore enjoying a meaningful working environment (Mensik, 2007). Meanwhile, in reference to Mensik (2007), generation X are those who were born between 1965 and 1980 by which this group actually has the perception that work is equal to job and they also have a believe that the work and leisure needs to be balanced. The last group which is the generation Y is the generation of years 1981 to 2000 and this group basically just progressed towards working phase and their influence at this particular period is still progressing (Yu et al., 2005). These generations are raised within different time frame and they also experienced changes in terms of

cultures, thus they have different ideas and perceptions when it comes to leadership styles and safety behaviour.

1.3 Occupational Safety and Health in the Malaysian Army

The Malaysian Army Occupational Safety and Health (OHS) management guideline (*Garis Panduan Pelaksanaan Pengurusan Keselamatan dan Kesihatan Pekerjaan Tentera Darat – K&KP*) is the main guide in codifying the entire systems, processes, responsibilities and attitudes required in the effort of optimizing safety across the Malaysian Army. The Malaysian Army OHS management system fully adhered to the Malaysian Standard 1722:2003. The Army K&KP Guideline released in 2006 has been includes the succinct units' safety Standard Operating Procedures (SOPs) and it acts as a reference in defining the related responsibilities accounted to every commander and soldiers as what has been stated in the Malaysian Army OHS Policy Statement.

This statement has been transmitted widely in the organization of the Malaysian Army. The Malaysian Army is currently recognizing the complex health and safety dependencies as well. There is a need for it to exist across the organization in order to achieve a truly mainstreamed safety outcome. However, safety is a non-negotiable attribute in the Malaysian Army. It is the cornerstone of any military operation and expected by soldiers, governments, and the public in general. Military commander's primary goal is to safeguard proactively the safety of military operations during peacetime or conflicts. Commonly perceived as lack of accidents or incidents, military safety is primarily achieved by an organization through compliance with prescribed

standards. The presence of endless efforts by the relatively small number of dedicated and trained safety personnel actually contributed a positive impact towards the safety behavior in the Malaysian Army. It deals with the Army's major safety processes and functions and this eventually benefited in generating continuous improvements that involves the wellbeing of Malaysian Army's staffs. Therefore, it is mandatory for the Malaysian Army's management to provide a safe working environment for their military personnel.

1.4 Safety Performance in Malaysian Army

Malaysian Army has incorporated many systems as the effort of minimizing the accidents and also incidents at the workplace mainly in the peace time of soldiering environment. Despite the best intention, the rates where soldiers are killed or injured at work are gradually increasing. In reference to the Department of Record and Pension (JRP) of Ministry of Defence, occupational diseases of army personnel caused them to experience disabilities and later, it is then followed by the termination of service as they are not able to carry out their duties due to poor health condition. The major cases reported were usually cases that involved accidents at the workplace or while performing official duties at the workplace. These accidents happened due to various causes, where they can be classified as physical incidents which posed hazardous situations or conditions at the workplace or the behavioral incidents due to unsafe acts by the personnel themselves.

1.5 Problem Statement

Significantly, the Army is related to the national defense objectives in terms of the provision of land and special operations capabilities. The safety of military personnel is of utmost importance considering the dangers of their occupational environments. According to Gaydos (2011) covered the importance of prevention of military occupational exposures has been recognized in recent years. The Army also provides forces for peace time tasks, including capabilities to enhance the national domestic security response to a wide range of incidents, such as bush fires, floods and major events. They merge material, planning acumen and very robust training systems to create teams specifically equipped and prepared for the tasks set for them by our government. The evidence as outlined above from Malaysian Army context highlights that risk of getting hurt or even suffering a fatality in workplaces. These indicate a requirement for an enhanced the understanding factors that influence the possibility of accidents, wounded and bad injuries happening within the various industries.

Organizations such as Malaysian Army are continuously changing and change is part of the environment of culture and leaders within organization. In accordance to Galton (1869), it has been emphasized in one of the earliest in the field of leadership that there was a basic concept that informed popular ideas when it involves the idea of leadership (Zaccaro, 2007). It also highlighted the idea of characteristic ability of extraordinary individuals through leadership. Among multiple definitions and conception, the correct definition of leadership depends on the specific aspect of leadership of interest to the individual (Bass, 2008). Leadership can play an important role in enhancing employee safety to minimize injuries and fatalities.

There are several reasons that researchers should be paying more attention to generational research as it pertains to leadership preferences. According to Bhushan (1968) found that there were differences among demographic categories and the determination of leadership preferences. It can be said that leadership is a well-known concept and there are many definitions given by previous scholars on leadership. For instance, in Meindl, Erlich and Dukerich (1985), it has been claimed that the word leadership means the attribution to an individual by the subordinates or followers. It is also commonly related to other aspects and one of it is power. Unfortunately, very few studies have followed up in researching age, and most studies that have researched age and leadership limit their focus on either adolescents or those about to retire (Barbuto, Fritz, Matkin, & Marx, 2007). In fact, Arsenault (2004) claimed that generational differences, such as effect of difference between generation X and generation Y in the workplace have often been plagued with false impressions because of a lack of validation research. According to Clarke (2013) that there has been little research that has investigated the role of leadership as it relates safety. Due to insufficient research and information about perception of generation X and generation Y, it is needed to determine if safety army personnel behaviour have an effect on leadership styles in Malaysian Army.

Therefore, this study aims to fill gap in the area of leadership style on safety behaviour towards perception of generation X (born between 1965 and 1980) and generation Y (born between 1981 and 2000) by establishing the effect of leadership styles in Malaysian Army. Furthermore, this study also aims to provide further insights into the role of leadership style in relation to safety since this topic has not been researched vastly. Therefore, this study will explore and investigate into four fold

between the relationship between the three leadership styles, transactional leadership, transformational leadership, situational leadership and most dominance leadership style among generations towards safety behaviour in Malaysian Army.

1.6 Research Questions

The research questions in the context of relationship between leadership styles and safety behaviour are as follows:

- i. What is the relationship between transactional leadership and safety behaviour?
- ii. What is the relationship between transformational leadership and safety behaviour?
- iii. What is the relationship between situational leadership and safety behaviour?
- iv. What is the most dominant leadership among generation X and generation Y?

1.7 Research Objectives

Basically, this study aims at determining the three (3) seminal leadership theories on safety behavior. The research objectives for this study are:

- i. to examine the relationship that lies between transactional leadership and safety behaviour.

- ii. to examine the relationship that lies between transformational leadership and safety behaviour.
- iii. to examine the relationship that lies between situational leadership and safety behaviour.
- iv. to determine the most dominant leadership style between generation X and generation Y.

1.8 Significance of the Study

The significance of the research is that it will contribute to the knowledge and understanding of the fields of transactional leadership, transformational leadership, and situational leadership towards safety behavior in Malaysian Army. The outcomes of this study will help close the gap between leadership dimension and their applications as well as help organizational leaders to improve their influence on organizational conditions such as the safety behavior. This study should provide valuable insights, especially for the leaders of the mentioned Malaysian Army. First, it will contribute knowledge and understanding the safety behaviour among personnel army. In particular, it is essential for the leader to know that the transformational, transactional, situational leadership are among the critical aspects in ensuring the outcomes contributed by the employees towards the organization.

Furthermore, the other important factor involves the perspective of the employees or the leader's subordinates regarding the Malaysian Army's support and motivation towards them in performing and seeking for satisfaction when carrying out their duties and responsibilities. It could be viewed as a form of trust given to the

Malaysian Army – the trust which could only be earned if the safety management and Malaysian Army highlighted on the significance of supporting as well as taking care of the well-being of the employees under them.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Literature review focuses on discussion of past studies by previous researchers. All the variables will be highlighted and elaborated in this chapter. The review of theories, arguments, structure, comparisons and deductive listings on the current and ongoing research in the field of leadership are also included in this particular chapter. In addition, the development of theoretical framework will be discussed between safety behaviour with regard to the military organization and three types of leadership theories, namely situational leadership, transformational leadership and transactional leadership.

2.2 Leadership

On the whole, a leader is known as the person who carries the responsibilities in choosing, training, motivating, and influencing his or her subordinates who possessed different area of expertise as well as mix capabilities besides directing them towards the upmost level in achieving the goals of the organization. Followers are the term used to describe the ones the leader is trying to influence and the term subordinates is often used in organizational settings. Leadership involves an association between a leader and followers in a particular situation. Leadership is one of the most significant branches of management (Wehrich, 2008; Odumeru, 2013). Despite of popular ideas about the knowledge of leadership, it must be noted that it is necessary to have the

understanding on the study of leadership. As what has been argued by McCleskey (2014), the study of leadership spans more than 100 years and in his study, the three seminal leadership theories and their developments were also being stated.

This commencement of leadership according to Glynn and DeJordy (2010) was recognised as the great man theory advancing from the interest in the study of leadership character, merely to be supplanted later in the theories included under the discussion of this study. Fundamentally, the query of the accurate definition of leadership is a nontrivial substance. In the study by Rost (1993), 221 dissimilar definitions and conceptions of leadership were discovered where some of the definitions showed slight difference while the rest were still of obtainable broader conceptions. In this study, it focuses only on the three specific conceptions of leadership that act as the independent variables, namely transformational, transactional and situational leadership.

2.2.1 Transformational Leadership

According to Burns (1978) was well-defined a transformational leader as one who raises the followers' level of awareness about the significance and value of wanted outcomes and the methods of accomplishment those outcome. In addition, the transformational leader convinced his followers to transcend their self-interest for the sake of the organization, while elevating "the followers level of need on Maslow's (1954) grading from lower-level anxieties for wellbeing and security to higher-level needs for accomplishment and self-actualization" (Bass, 2008). The transformational leaders recognize the needs

of both the organization and followers, but also go beyond these to arouse and satisfy higher needs within each individual. In due of transformational leaders, there are four component leaders such as the idealized influence, the inspirational motivation, the intellectual stimulation, and the individualized consideration.

Idealized Influence

Idealized influence is expressed in leaders through their attributes and behaviors, which invoke the feelings of integrity, trust, and respect in followers. According to Bass and Riggio (2006) stated there are not one set of idealized attributes or idealized behaviors. They suggested that there are several suggestions from previous leadership researchers include self-confidence, self-determination, charisma, being willing to take risks, consistency, having integrity, and high ethical or moral values. These attributes and behaviors will influence employees to have confidence and respect in their leader, use them as role models and following from observational learning theory, begin adopting these same attributes and behaviors (Bandura, 1986). In addition, there is no specific leadership research on the effects of idealized influence on safety behaviors. Thus, there is no evidence to suggest what type of effect idealized influence would have on employees, for example whether it would influence employees to engage in safety compliance, safety participation, or both.

Inspirational Motivation

Inspirational motivation in general deals with reflecting a leader's clear articulation of a compelling vision as well as the act of motivating the followers in carrying their duties parallel towards the ultimate goal which in the end will in turn produce more inspired followers under the leader (Bass, 1985). According to Avolio (1999) and Bass and Riggio (2006) stated that leaders practicing inspirational motivation encourage employees with challenging goals, provide identification with organizational goals, and communicate how employees can rise to meet the organizational vision. For the example, in a Swedish sample of over 5,000 workers, inspirational leadership was associated with fewer instances of employee sick leave (Nyberg *et al.*, 2003). Furthermore, according to Yukl and Van Fleet, (1992) concluded that the leader inspirational motivation will increase the employee self-efficacy and this may lead to employees engaging in more safety behaviors. In a study conducted by Brown, Willis, and Prussia (2000), employees with higher safety self-efficacy (belief in their ability to influence their own safety as well as the safety of the entire organization) engaged in more safe work behaviors. Therefore, through self-efficacy, the inspirational motivation may increase employee safety compliance at work.

The inspirational motivation could also influence safety participation. In a study of over 3,000 employees, Detert and Burris (2007) found that certain components of transformational leadership (inspirational motivation and individualized consideration) were important in influencing an employee's willingness to voice their opinions and be open about their thoughts. These

results indicate that inspirational motivation may play a key role in motivating employees to speak up if they see something unsafe at work (safety participation).

Intellectual Stimulation

Specifically, intellectual stimulation exhibits the extent to which a leader seeks followers' ideas in solving problems besides considering their stated opinions in making any related decisions (Bass, 1985). According to Bass and Riggio (2006), the intellectual stimulation will stimulate employee efforts to question assumptions and beliefs, then to think outside the box and be creative in thinking of new solutions. Leaders ask for new ideas and encourage innovation will convey to employees that their opinions are valued, and they may be more likely to generate unique and valuable solutions to safety issues in the workplace. Therefore, leader intellectual stimulation may be limited in its ability to influence both aspects of employee safety performance.

Individualized Consideration

Leaders who engaged in individualized consideration usually has the tendency in paying attention to the uniqueness of the individual besides putting his or her effort in coaching and mentoring them so that they can optimize their potentials to the fullest (Avolio, 1999; Bass & Riggio, 2006). Although the feasibility of the conceptual link that lies between the individual consideration and also safety behavior is observed, still, there has been insufficiency in terms of the empirical evidence in supporting this matter. In line with the inspirational motivation, individualized consideration contributes towards the expression of

opinions as well as fresh ideas from the employees as claimed by Detert and Burris (2007).

According to Bass and Avolio (1994) the transformational leadership is seen when leaders are inspire the awareness among colleagues and group to sight their work from new perspectives. In other aspect, the transformational leadership will create awareness of the mission or vision of the team and organization. Other characteristics of transformational leadership include developing colleagues and followers to higher levels of ability and potential. Furthermore, this type of leadership will motivate colleagues and followers to look beyond their own interests toward those that will benefit the group. According to Robbins and Heinitz (2007), the role of the transformational leader is not giving encouragement only. It consist of that leader should be present and accessible to induce and lead people until they achieve their vision. The transformational leader is someone who inspires followers to accomplish incredible results.

2.2.2 Transactional Leadership

Particularly, transactional leadership deals with the inter connections observed between the leaders in the organization and his or her subordinates (Bass 1985; 1990; 2000; 2008; Burns, 1978). Actually, the relationship will direct the leaders in achieving their objectives in performing their jobs as well as their compulsory tasks. It also helps in preserving the present organizational state of affairs as well as inspiring the group in relation to the contractual

agreement, which opens the door for the success of goals. In turn, transactional leadership allow followers to complete their own self-interest, reduce workplace anxiety, and think on obvious organizational objectives such as increased quality, reduced costs, and increased production (Sadeghi and Pihie, 2012). According to Burns (1978) the transactional leadership theory described as the relationship between leaders and followers as a sequence of exchanges to maximize organizational and individual gains. In addition, the transactional leadership evolves for the marketplace of fast, simple transactions among multiple leaders and followers, each moving from transaction to transaction in search of gratification.

Based on existing organizational policies and procedures designed to meet specific safety standards and safety-related goals in the organization, transactional leaders have the potential to influence safety by understanding these safety-related goals and relating them to the needs of employees. Transactional leadership consists of two facets: contingent-reward and active management-by-exception, both of which may have different routes of influencing safe behaviors. First, the contingent reward will refers to leaders rewarding followers in exchange for their efforts. According to Bass (1985), the leaders practicing contingent reward use the goals put in place by the organization to help set individual goals with employees and clarify to employees what is needed to reach those goals. Secondly, active management-by-exception embodies an active monitoring of employee performance in detecting the deviances observed in ones' performance at the workplace before it occurred. In light of the safety context, active management-by-exception can

basically act as a medium in detecting the deviances that are present based on the safety standards and procedures (Bass and Riggio, 2006).

In reference to Othman *et al.*, (2012), studies had successfully shown that a significant positive relationship is present when it comes to transactional leadership and organizational commitment. Based on his study with 379 employees chosen as respondents, Othman *et al.*, (2012) claimed that the level of significance of 0.01 was obtained for the transactional leadership style variable thus indicating that transactional leadership and organizational commitment have a positive relationship with each other. In Meyer and Allen (1997), a term that is used in describing this specific relationship is known as psychological contract and it basically involved the transactional leadership as well as the organizational commitment. Psychological contract mainly deals with the hypothesized antecedents to the organizational commitment that involved the employees as well as the organization. Besides, it has also been proven by Ibrahim *et. al* (2010) that a significant correlation was obtained from the testing of two main aspects i.e. the transactional leadership and organizational commitment. Also, there was also a study by Barbuto (2005) which successfully demonstrated that there has been a significant relationship between leadership style and organizational commitment. Apart from that, transactional leadership also has the ability to impact the economic exchange and thus directing towards more relevant forces in developing the organizational commitment (Clinebell, Skudiene, Trijonyte and Reardon, 2013). Psychological contract also includes the leadership style and thus it is in relation with the term “relationship”. Therefore, according to Sarros and Santora (2001),

this means that the result for a job performance have been expected to gain its return in relation to the psychic needs and the materials from the leaders and the subordinates.

2.2.3 Situational Leadership

In the situational leadership theory, it has been proposed that successful leadership requires a rational thought pertaining the circumstances and proper feedback rather than having a leader with a very large group influences (Graeff, 1997; Grint, 2011). Initially the Situational leadership was developed by Hershey and Blanchard (1969; 1979; 1996). The situational leadership was described the leadership style, and stressed the need to relate the leader's style to the maturity level of the followers. A mixture of authors has been classified the situational leadership as a behavioral theory (Bass, 2008) or a contingency theory (Yukl, 2011). Both conceptions contain some validity. For instance, the situational leadership focuses on leaders' behaviors as either task or people focused. This supports its inclusion as a behavioral approach to leadership, similar to the leadership styles approach (autocratic, democratic, and laissez-faire).

The situational approach recognizes the importance of environmental factors that affected on the process of leadership of a leader within an organization (Yukl, 2010). As stated by Yukl (2010), there has been a view claiming that different types of leadership are in demand especially when it involves the requirements of the followers that change from time to time. There

are two distinctive types of leadership involved where the first one is the directive leadership by which the leader has the ability to show the subordinates under him or her on how to perform a task as well as who are to be assigned in performing it; and the second one is the supportive leadership which highlights on the feelings of the subordinates such as providing a sense of comfort for them in terms of the situation they faced in the organization or the feeling of being comfortable about themselves. In reference to Northouse (2016), workers that worked under a leader usually faced difficulties especially when it involves their readiness levels in undertaking any tasks and this basically varies in terms of their competence and commitment. Here comes the role of the leader where a leader should match their leadership style to comply with the readiness levels of the subordinates and among the relevant efforts are by giving countless support for those with low commitment and complete directive guide for incompetence, and vice versa.

Arvidsson, Johansson, Ek, and Akselsson (2007) had come up with the situational leadership framework in the study of air traffic control employees by which they examined how leadership styles and flexibility vary across different situations, conditions, structures, and tasks encountered in the air traffic control arena. The relationships that were observed between leadership flexibility, task-orientation of the leader, leadership style, working situation, operational conditions, organizational structure, and level of leadership experience have also been reported in the study (Arvidsson *et al.*, 2007). From the results analyzed based on the data obtained, the differences among coworkers basically need to be attended by the leaders in order to exhibit sensitivity as well as the

ability in the effort of diagnosing the different levels of maturity or readiness of the workers under them (Arvidsson *et al*, 2007). Arvidsson *et al*. (2007) also added that it has also been discovered that task-orientation suited certain situations in an organization. Increased job satisfaction has been observed to be influenced by the way the leader leads the organization in terms of managing his or her subordinates such as assigning tasks and job roles, specifying procedures, and clarifying follower expectations.

In a study by Larsson and Vinberg (2010), which identifies the common leadership behaviors at a small group of successful companies, it has been found that common leadership behaviors are linked to other aspects such as quality, effectiveness, environment, and health perceptions where the study had been conducted from a qualitative, comparative, positivist perspective and it can be concluded that successful leadership includes both universally applicable elements (task-oriented) and contingency elements (relation and change-oriented).

2.3 Relationship between Leadership and Safety Behaviors

When leaders engage in specific behaviors, they do more than establish a positive safety climate. Employees that observe their leader behaving safely at work will be more likely themselves to behave in a safe manner with that leader as a role model (Hofmann and Morgeson, 2004). Furthermore, Neal and Griffin (2002) proposed that leadership was also effective in predicting changes in safety compliance and participation in safety activities.

In line with Neal, Griffin, and Hart (2000), the safety compliance deals with the act of following safety policies and procedures besides adhering to the safety behaviors requirement but for safety participation, it's establishment is observed by going beyond procedures in terms of assisting the co-workers, promoting safety and its principles, taking initiative to be safe and most importantly, setting goals to enhance safety at the workplace. Thus, safety participation provides a complete picture of the ways in which employees may behave safely at work. It is therefore important for researchers to be familiar with these two safety behaviors besides distinguishing them in isolation as they have implications for the differential effects of leader behaviors on employee safety outcomes. More specifically, it is possible that some leader behaviors influence employees to engage in safety compliance or safety participation, while other behaviors influence employees to engage in safety compliance and safety participation.

Furthermore, some research suggests that safety compliance and safety participation may have differential effects on injuries and pain (e.g., DeArmond, Smith, Wilson, Chen, & Cigularov, 2011). With an understanding of how specific leader behaviors influence safety performance, organizations may adapt leader development strategies to optimize the effects on additional safety and health outcomes. Using improved safety as a measure of leader effectiveness, transactional leaders promote safety by helping employees understand how organizational safety policies and procedures relate to their individual interest of protecting their well-being. Transformational leaders help employees to merge their interests individually besides being free and able to promote the organizational safety. This will in return influence advanced goals in the organization taking an improved safety climate as the closest example (e.g., Griffin & Neal, 2000; Hofmann and Morgeson, 2004). To explore the

relationship between specific leader behaviors and employee safety behaviors in depth, we will review each dimension individually.

2.4 Relationship between Leadership and Generation

Leadership styles are becoming increasingly important within organizations, creating heightened attentiveness to developing leaders and investing resources (Bolt, 2007). Currently, generational cohort literature posits that differences in leadership preferences matter because the preferences and outlook of a generation last for the entire lifetime (Meredith and Schewe, 1994). These values and mindsets are formed by experiencing historical events at approximately the same age, which creates collective memories and similar approaches to institutions and authority. From this logic, it appears that generational differences could create different preferences for style of leadership. The implementing of leadership development programs, selecting candidates for leadership positions and evaluating leaders in each position are all areas that could be affected by generational differences namely generation Y and generation X for leadership style preferences.

Based on Park and Gursoy (2012), a great value over work-life balance and personal life has been demonstrated by the generation X and thus, generation X is not accounted for a huge responsibility. Be that as it may, as indicated by Martins (2007) generation X also needs to be given greater responsibilities. PWC (2011) had conducted a survey and from the results, it has been demonstrated that generation X required a work-life balance as they poorly conveyed that. There are 51% from a total of 1000 generation X who were overviewed by Hays (2011) who claimed that they need

changes from the leaders and they do not prefer the conventional leadership styles. Based on the study, it has been demonstrated that the three (3) most imperative characteristics in leaders according to the generation X's perspective are (i) having the capacity to spur and support, (ii) fairness, and (iii) having wide knowledge. These variables can actually be found in the transformational leadership style.

Based on the previous researches by other researchers, it has been explored that generation X has certain important characteristics. In the study by Santos and Cox (2000), they had discovered that the preference of generation X in terms of the company that they worked for is the ones that have flexible working schedule, high autonomy, provide interesting yet challenging work, and last but not least, providing continuous opportunities for the employees' professional development. Consequently, they did the works that are assigned to them as tasks and they prefer to do it their own way (Murphy, 2010). They are much dependent in benefiting their own skills besides having trust in their own judgments so that they will be able to perform their task in an independent manner without relying to others (Richard, 2007). Gursoy et al. (2008) on the other hand stated that generation X employees are those who apparently prefer to work smartly besides always finding their own room of improvements and ways to carry out the task given to them by the superior rather than following any working pattern in the organization. With a bonus of their nature of having potentials in technological literacy, they also displayed high commitment in utilizing high technology and thus benefited them in terms of being able to complete their tasks independently (Dogan *et al.*, 2008).

The generation Y employees who were born after 1980 are one of a kind and they differ from the previous generations in a way that they will usually challenge

present work values in a set of different approaches (Tapscott, 1998). The employees of generation Y are the most demanding employees compared to other generations and they have the tendency of leaving the company if they dissatisfied with anything regarding their work. However, what is positive about them is that they are more optimistic than generation X, leading them to have flexibility of mind (Woodward, 2000). The mentality of this generation also differs to Generation X as they are more towards self-will and has their own personal identity.

2.5 Gap in Literature

When it comes to the topic of leadership, there are many literatures that are available as reference sources. Even though it is recognized in different ways may actually vary in different situations or circumstances, there is also agreements when it comes to its definition. Although in the past, it is viewed as something that is basically inherited, it differs to what it is viewed as now. Today, leadership is seen as a style or related behavior an individual develops based on their learning, but it is important to note that some individuals may have better traits that may enhance their leadership such being charismatic. There are different styles of leadership which apparently diverged according to different levels i.e. transformational leadership, transactional leadership and situational leadership. Primarily, contemporary leadership deals with a leader's act of showing interest to motivate and transform his or her subordinates.

Based on the research conducted previously by other researchers, it has been proven that employees that possessed different work characteristics turn out being more effective and productive when it involves different types of leadership styles (Tulgan,

1996). As stated by Meindl, Ehrlich and Dukerich (1985), although leadership has a link to power, however, it is not the main point. The main point here is that it actually deals with not only power that a person has when it comes to certain positions they have in the organization but beyond that. Generation X and Y basically need to adapt to a variety of leadership styles in enhancing their productivity especially in their respective organization (Yu & Miller, 2005).

Basically, the difference in terms of attitudes, values and beliefs of each generation actually contributed towards the way how each generation perceives leadership (Sessa, Kabacoff, Deal & Brown, 2007). Taking the generation X as an example, it can be said that they are egalitarian in general; they even do not respect authority (Sessa et al. 2007). On the other hand, as for generation Y, they significantly enter the workforce and most probably will turn out to be the emerging knowledge workers in the organizations with better positions from time to time. This is because, they are technically skilled as they started entering the career world at a very young age and thus they have the awareness in complying with the Information of Technology (Yu & Miller, 2005).

2.6 Research Framework

This study was conducted to investigate the influence of leadership styles on safety behavior. This study proposed situational, transactional and transformational leadership as the independent variables. Safety behavior on the other hand is the dependent variable of this particular research. Figure 2.1 portrays the diagram of relationship between both independent and dependent variables of this study.

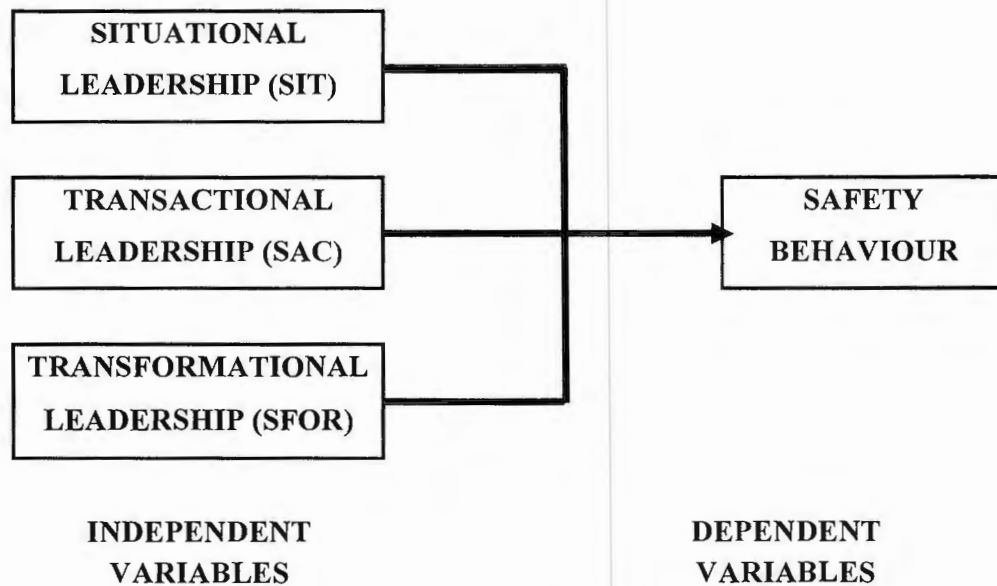


Figure 2.1: Situational Leadership, Transactional Leadership and Transformational Leadership with Safety Behaviour

The theoretical framework above showed the relevant three independent variables, namely situational leadership, transactional leadership and transformational leadership. The dependent variable will be safety behaviour. Result expected to show which variable affected the dependent variable the most.

2.7 Conclusion

Literature proposing the leadership style such as situational leadership, transactional leadership and transformational leadership and safety behaviour were being reviewed in this chapter. This specific study also highlighted the intention in contributing to the literatures which are related to the relationship that can be observed between the generational differences, leadership style as well as the safety behaviour. In this research, the clarification of how distinctive generations (generation X and

generation Y) will think about leadership style has also been included. As for the aspect of social relevance, this study basically revolves around the investigation of whether the developments in the leadership style contribute towards safety behaviour. Besides, the findings as well as the relevant theoretical models in reference to those of previous researchers were also included in this study in supporting the idea that there are specific relationships that can be seen between the two main aspects i.e. safety behaviour and leadership styles. In the following chapter which is Chapter 3, the explanation of research methodology will be further explained and discussed.



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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter, main focus is to describe the research methodology of the study. First, the research methodology will be explained how this research was conducted. Secondly, data collection that is important in this research because it show how the researcher is collecting the entire sample set from the respondent. Followed by the sampling design, the research instrument, and questionnaire design with pilot test. Last by not least are the data processing and the method to analysis the collected data.

3.2 Research Design

Research design was a professional design that mentioned collecting ways and procedures used for analyzing the information required (Zikmund, Babin, Carr, & Griffin, 2013). The research design applied consists of quantitative research and causal research. Quantitative research referred business research that addressing the research objectives by empirical assessment which included analysis manner and numerical measurement (Zikmund *et al.*, 2013). In this research, the research study was designed based on qualitative approach which is developed in chapter two. Furthermore, the descriptive and explanatory analysis is applied in this research study. Characteristics of the population will be described through descriptive analysis; meanwhile, explanatory analysis is used to establish relationship between variables. A questionnaire survey was adopted as the main data collection method since this research instrument has been used

in many research studies (Flin *et al.*, 2000). Thus, the questionnaire will be distributed and collected to obtain the result for this research.

3.3 Data Collection

In this research, research used the most common ways to collect primary and secondary data which will applied in this study. This is due to the primary data and secondary data collecting method is used to examine the relationship of safety behaviour among Malaysian Army and three types of leadership style. The researcher will collect the list of employees from Malaysian Army. This group was divided into 3 main components; Combat Element, Combat Support Element and Support Elements. The questionnaires will be distributed purposive. Upon completion, respondents are requested to submit the questionnaire directly.

3.3.1 Primary Data

Primary data referred an original research obtained by researcher on particular interested variables through first-hand information for the specific research purpose (Zikmund, Babin, Carr, & Griffin, 2013). There were some methods that used for primary data collection, which included self-administered questionnaire, interview, focus groups and experimentation. In this study, the primary data was gathered by distributing questionnaire as it was considered an easy way for data collection process throughout a huge respondent volume. The questionnaire was adopted and modified from several related research journals of the past researchers.

3.3.2 Secondary Data

Secondary data indicated gathering of data or information that existed and available in other sources (Zikmund, Babin, Carr, & Griffin, 2013). The secondary data can be gathered through third-party sources. Furthermore, the government publications, media, internet, online articles and magazines, census data may be secondary data (Sekaran, 2003). As compared to primary data, secondary data can be obtained with ease and in faster way by reducing the time and cost required (Zikmund, Babin, Carr, & Griffin, 2010). Secondary data was used in this research's literature review was obtained through accessing E-database such as EBSCO Host, ProQuest, and Science Direct from Universiti Utara Malaysia (UUM) library database. Furthermore, researchers obtained the extra information via Google scholar. There are few reasons using the online resources because it is cost efficient as we can search it at anytime and anywhere as long as the location is available with internet and portable computer or desktop. Furthermore, the risk of using secondary data is the information might not suitable therefore we need to choose and apply the information correctly, and eliminate the sources that are not related to our research even though it benefits for our study.

3.4 Sampling Design

This is the process to collect data from a manageable size population and entire population is referred as the groups that share some common set of characteristics. During the data collection, restriction of time and location will be solved by using

sampling method. The sampling is needed when there is impossible to collect all the data from the entire population. Sampling is able to provide a variety of techniques that allow researcher to decrease the amount of data that need to collect and sample obtained is considered as sub-group from large population.

3.4.1 Target Population

Target population determined relevant population particularly by its unique and transparent characteristics and to whom the research should focus (Zikmund, Babin, Carr, & Griffin, 2013). In this study, total number of Malaysian Army, specifically 31st Royal Artillery Regiment, in Kem Tun Ibrahim, Kajang will be researcher targeted population provides exact figure of 485 employees, Department of Record and Pension (2017).

3.4.2 Subjects

Targeted population was Malaysian Army personnel. Based on Table 3.1, the target population was fall under the category of 485 population size and the sample size of respondent should be 215 as shown Krejcie and Morgan (1950) in Appendix A. Therefore, researchers distributed a total 250 questionnaires to employees in selected areas in order to deal with possible respond rate issue and prevent questionnaire data uncollectable and in unusable conditions.

3.5 Sampling Technique

The process of sampling was involved by using a small number of items or parts of the whole population to make decision regarding the whole population (Zikmund, 2003). This research was conducted on a sample of the people representing the whole population. The reason was that it was very expensive and time consuming if the research done on whole population.

There are two sampling techniques which are probability and non-probability sampling. The sample was taken by using non-probability sampling in which the units of the sample were being selected on the basis of personal judgment or convenience (Zikmund, 2003). Based on four types of non-probability sampling, convenience sampling was being used to select a sample. Convenience sampling refers to the way of obtaining people who were most conveniently available (Zikmund, 2003). The benefits of using this sampling method could be done rapidly and economically, as the questionnaire only distribute to the people that have been met.

3.6 Research Instruments

3.6.1 Questionnaire Design

Questionnaire survey is a set of different questions developed to obtain primary sources to be used in the descriptive and explanatory research (Zikmund, 2003; Saunders et al., 2009). Therefore, process of designing the questionnaires design is important and need to ensure accurate data from respondents to be collected to response to research questions above and achieve

the objectives. This is due to the design of questionnaire will affect the responses, the reliability and validity of the data. The questionnaire design stages followed those outlined by Hayes *et. al.*, (1998) and were prepared in dual language (English and Bahasa Melayu) to provide better understanding to the respondents.

The variables except as perception towards gender and perception towards ethnicity information is test using 4 point Likert-type scale. Respondents were asked to rate them using a five-point Likert scale where '1' corresponded to 'strongly disagree' and '4' represented 'strongly agree'.

3.6.2 Measurement Scales

Similar with most of the measurement scales by previous researcher, this study research applied the most common of the measurement scales which are interval, Likert-Style Rating and nominal scale.

3.6.3 Nominal Scale

Nominal scales represent the most basic level of measurement, it is a scale in which numbers serve only as labels or tags for identifying and classifying objects with a strict one-to-one correspondence between numbers and objects (Malhotra and Peterson, 2006). Furthermore, a nominal scale does not organize their own any of the mathematical features of magnitude, either equal interval, nor absolute zero point.

3.6.4 Interval Scale

According to Pagano (2004), the interval scale represents a higher level of measurement than the ordinal scale. He then added on that interval scale possesses the properties of scale and equal intervals between adjacent units. However, interval scale does not have an absolute zero point. The interval scale owns the belongings of the ordinal scale and has equivalent intervals between adjacent units (Pagano, 2004).

3.7 Data Processing

At the end of this chapter, data processing is used for analyzing the data that collected from the survey. After collecting the 215 set of data, researcher will convert the quantitative data into an interpretive form by using several types of data analysis technique. The data analyses will use SPSS version 21.0 computer software. This is because the SPSS computer software enables researcher to analyze the quantitative data more effectively and efficiently. The categories of analysis approaches will be used in conducting this research comprise descriptive analysis, reliability analysis, Pearson correlation analysis and multiple linear regression analysis.

3.7.1 Descriptive Analysis

Descriptive analysis applied in order to analyze and presented into the form of table, and histogram to interpret. By doing descriptive analysis, researcher was able to identify the information of demographic in the research

study. In descriptive analysis, some measures are frequently involved such as measures of dispersion (mode, mean and median), and measures of central tendency (variance and standard deviation).

3.7.2 Reliability Analysis

According to Saunders et al. (2009), reliability analysis is referred to the extent of where the technique of data collection that result in reliable findings, similar interpretations would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data. Reliability is an indicator of measuring internal stability and consistency while reliability analysis using Cronbach's Alpha to determine the correlation among the items (Saunders et al., 2009). According to Sekaran and Bougie (2010) indicated that Cronbach's Alpha range less than 0.60 consider poor; the range above 0.60 and of 0.70 indicate the range at the level of acceptable. Besides that, the range of reliabilities over 0.8 means there is 80% consistencies in the score and considers good correlation.

3.7.3 Pearson Correlation Analysis

Pearson Correlation Analysis is a method for exploring the correlation between two quantitative, continuous variables, for examples, age and blood pressure. The usage of this method is to examine the correlation between each variable in this research paper. The coefficient can take on the value that fall between negative 1 and positive 1. The range of the values is between -1 and

+1. The outcome of analysis can be perfectly positive correlated (+1), perfectly negative correlated (-1), or no correlated (0), as shown in Table 3.2. This statistical technique is appropriate for the variables that can be measured by ratio or interval scale. It will use to examine the established hypotheses at 5% level of significance.

Table 3.2:
Rule of Thumb for Interpreting the Size of a Correlation Coefficient

Size of Correlation	Interpretation
0.90 to 1.00 (-0.90 to -1.00)	Very high positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 to 0.30 (0.00 to -0.30)	Little if any correlation

Source: Hinkle, Wiersma, & Jurs (2003). *Applied Statistics for the Behavioral Sciences* (5th ed.).

3.7.4 Multiple Linear Regression Analysis

Multiple linear regressions described as the calculating coefficient of multiple determinant and regression equation via two or more than two independent variables or a measure of linear association that investigates a straight line relationship. The relationship of both independent (situational leadership, transactional leadership and transformational leadership) and dependent variable (safety behaviour) can be determined using a linear

equation. This research study will investigate the relationship between independent variables towards dependent variable such as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$$

Where:

Y = Dependent variable.

a = Constant value, the value of Y when the line cuts Y axis all X value = 0

β = Slope, or change in Y for any corresponding change in one unit of X.

X = Independent variables use to predict Y.

3.8 Conclusion

In chapter 3, detail of the methodologies such as how the sampling is designed, collection of data, the instrument for research and how the data being process as well as research design in this research are discussed and explained. The data obtained through the questionnaire and will be analyzed and interpreted in the next chapter.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

The purpose for this chapter is to discuss the result for the relationship between to determine the three seminal leadership's theories, namely the transactional, the transformational and the situational leadership on safety behavior among Malaysian Army between generation X and generation Y. The reliability test (Cronbach alpha) will be conducted to examine whether it is dependable and accurately among measurement, then generate all result by using Statistical Package of Social Sciences (SPSS) version 21. While the Multiple Linear Regression Analysis was also be used to test and examined the relationship between the dependent variables such as the safety behaviour towards three independent variables such as the transactional, the transformational and the situational leadership.

4.2 Descriptive Analysis

Descriptive statistics is the discipline of quantitatively describing the main features of information, or the quantitative description itself. Descriptive statistics are distinguished from inferential statistics (or inductive statistics), in that descriptive statistics aim to summarize a sample, rather than use the data to learn about the population that the sample of data is thought to represent. Descriptive analysis in this study consists of gender, age, race, marital status, academic qualification, individual monthly income, and current position in Malaysian Army.

4.3 Respondents Demographic Profile

The questionnaire was distributed to the respondents by hand. A total of 215 questionnaires were collected from physical questionnaires. There was no missing data.

Table 4.1 below shows a summary of the description analysis.

Table 4.1: Respondents Demographic Profile (n = 215 data sample)

		GENERATION X		GENERATION Y	
		Frequency	Percent	Frequency	Percent
Gender	Male	35	94.6%	158	88.8%
	Female	2	5.4%	20	11.2%
	Total	37	100.0%	178	100.0%
Age	22 – 25 years old	-	-	67	32.6%
	26 – 29 years old	-	-	52	29.2%
	30 – 33 years old	-	-	28	15.7%
	34 – 37 years old	-	-	31	17.4%
	38 – 41 years old	29	78.4%	-	-
	42 – 45 years old	8	21.6%	-	-
	Total	37	100.0%	178	100.0%
Race	Malay	33	89.2%	124	69.7%
	Chinese	1	2.7%	12	6.7%
	Indian	1	2.7%	13	7.3%
	Others	2	5.4%	29	16.3%
	Total	37	100.0%	178	100.0%
Marital Status	Single	2	5.4%	45	25.3%
	Married	35	94.6%	130	73.0%
	Divorced	0	0.0%	3	1.7%
	Total	37	100.0%	178	100.0%
Monthly Income	Below RM1,999	0	0%	33	18.5%
	RM2,000 – RM2,499	0	0%	47	26.4%
	RM2,500 – RM2,999	2	5.4%	45	25.3%
	RM3,000 – RM3,499	8	21.6%	40	22.5%
	Above RM3,500	27	73.0%	13	7.3%
	Total	37	100.0%	178	100.0%
Your position in the organization	Warrant Officer	18	48.6%	0	0%
	Staff Sergeant	10	22.0%	2	1.1%
	Sergeant	7	18.9%	35	19.7%
	Corporal	2	5.4%	64	36.0%
	Lanes Corporal	0	0%	52	32.0%
	No Rank Holder	0	0%	20	11.2%
	Total	37	100.0%	178	100.0%

Source: Developed for the research

According to Table 4.1, there are two gender groups which are male and female that representative two generations, namely generation X and generation Y that involved in this questionnaire survey. The generation Y consists of respondents under the age of 38 years old which represent 178 respondents or 82.8%, while the age of generation X respondents ranges above 38 years old, represent 37 respondents or 17.2%. The percentage shows that the generation Y respondents are much higher than generation X respondents and being close to the ratio of 4:1 reflects the current scenario of the two generation cohort employees organizational in Malaysia Army. Based on the table also, the results can clearly see that majority of our respondents are male employees, from generation Y.

This research consist of six age groups of respondents. Most of the respondents are from generation Y between 22 to 25 years old, which is 32.6% (67 respondents). The second highest age group falls on 26 to 29 years old, which is middle and elder age range, 29.2% (52 respondents). The third age group is from 34 to 37 years old which 17.4% (31 respondents) and lastly age 30 to 33 years old which is 15.7% (28 respondents). Generation X from age between 38 to 41 years old, which is 78.4% (29 respondents) and age 42 to 45 years old, 21.6% (8 respondents). As for the age group, it ranges from 22 years of age until 45 years old whereby all of the respondents are from the Non- Commisioned Officers i.e Other Ranks.

Based on the Table 4.1 there are three ethnic groups which are Malay, Chinese, and Indian. Based on above table showed that both generations, Malay race is the highest ethnic group in our research survey, generation X which is 89.2% (33 respondents) and generation Y which 69.7% (124 respondents). The second ethnic

group is Chinese, 6.7% (12 respondents). The third ethnic group is Indian which 7.3% (13 respondents) and finally others groups consist 16.3% (29 respondents). However, generation X showed that the Chinese and Indian consist 2.7% (1 respondent) and finally others groups, 5.4% (2 respondents). Majority of respondents are under married status, which generation Y shows 73.0% (130 respondents), single status 25.3% (45 respondents) and divorced is 1.7% (3 respondents). Secondly, generation X shows there are majority of respondents is married, consist 94.6% (35 respondents) and single status 5.4% (2 respondents).

According to Table 4.1, majority of monthly income for generation Y indicates that 26.5% (47 respondents) earn monthly income range RM2,000 - RM2,499. Following that, monthly income range of RM2,500 - RM2,999 comprises 25.3% (45 respondents). However, there are 7.3% (13 respondents) earn monthly income above RM3,001 per month and 18.5% (33 respondents) have monthly income less than RM1,999. Generation X indicates that 21.6% (8 respondents) earn monthly income of RM3,000 – RM3,499. Majority of generation X, earn monthly income the category of above RM3,001 per month which comprises 73.0% (27 respondents). As for the monthly, generation X is much higher than generation Y based on their rank and length of services.

When we look in terms of rank, majority of generation X consist rank Warrant Officer, 48.6% (18 respondents) and 36% (64 respondents) rank Corporal from generation Y. The lowest for generation X is rank Corporal, 5.4% (2 respondents) and 1.1% (2 respondents) rank Staff Sergeant for generation Y.

4.4 Inferential Analyses – Reliability Test

Reliability refers to consistency. It concerns with the robustness of the questionnaires and whether it will produce consistent findings at different times and under different conditions such as with different samples. In this study, reliability test is being tested using Cronbach's Alpha. According Hair, Anderson, Tatham and Black (1998) suggested that the lowest limit for Cronbach's alpha be 0.70. Based on Table 4.2 has been shown the internal reliability test for the interpretation of Cronbach Alpha Test.

Table 4.2: Internal Reliability Test Cronbach's Alpha

Alpha Coefficient Range	Strength of Association
Less than 0.6	Poor
0.6 to less than 0.7	Moderate
0.7 to less than 0.8	Good
0.8 to less than 0.9	Very Good
More than 0.9	Excellent

*Sources: Hair, J.F. Jr., Babin, B., Money, A. H., & Samouel, P. (2003). *Essential of Business Research Methods*. New Jersey: John Wiley & Sons.

As can be seen from the reliability, firstly, the highest perceptions of generation X towards the safety behaviour were 0.846. Secondly, the reliability test is 0.735, refers to situational leadership. Third, the reliability test is 0.677, refers to transactional leadership. Finally, the reliability test is 0.619 refers to transformational leadership. Reliability Test for generation Y towards safety behaviour was 0.832. Secondly, the reliability test is 0.744, refers to transactional leadership. Third, the reliability test is

0.702, refers to transformational leadership and finally, the reliability test is 0.687 refers to situational leadership.

Among them, the safety behaviour have the highest reliability. On the other hand, the lowest reliability is understandings towards the safety behaviour with leadership styles were transactional and transformational leadership (generation X). As shown by Table 4.3, all research variables have values of Cronbach's Alpha Coefficient above 0.60. Therefore, the questionnaire was judged as reliable and can be distributed for the research purpose of this writing.

Table 4.3: Reliability Test Results

Constructs	Reliability Test Result	
	Generation X	Generation Y
Section B: Safety behaviour	0.846	0.832
Section C: Transactional Leadership	0.677	0.744
Section D: Transformational Leadership	0.619	0.702
Section E: Situational Leadership	0.735	0.687

Source: Developed for the research

4.5 Inferential Analyses – Pearson Correlation Analysis

4.5.1 Pearson Correlation Analysis – Generation Y

Table 4.4: Pearson Correlation Analysis – Generation Y

	SB	SAC	SFOR	SIT
SB	1			
SAC	0.749** 0.000	1		
SFOR	0.662** .000	0.708** 0.000	1	
SIT	0.712** 0.000	0.815** 0.000	0.692** 0.000	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). N = 178 samples

SB : Safety Behaviour
 SAC : Transactional Leadership
 SFOR : Transformational Leadership
 SIT : Situational Leadership

The analysis result implies first, transactional leadership ($r=0.749$, $p<0.000$), transformational leadership ($r=0.662$, $p<0.000$), situational leadership ($r=0.712$, $p<0.000$), are all having significant and positive correlation with safety behaviour. Secondly, transformational leadership ($r=0.708$, $p<0.000$), situational leadership ($r=0.815$, $p<0.000$), are all having significant and positive correlation with transactional leadership. Third, transformational leadership ($r=0.692$, $p<0.000$), is highly significant and positive correlation with situational leadership. Among all independent variable, transactional leadership has the strongest correlation with situational leadership ($r=0.815$, $p<0.000$). Among three independent variables, the transformational leadership has the weakest correlation with safety behaviour ($r=0.662$, $p<0.000$).

4.5.2 Pearson Correlation Analysis – Generation X

Table 4.5: Pearson Correlation Analysis - Generation X

	SB	SAC	SFOR	SIT
SB	1			
SAC	0.630** 0.000	1		
SFOR	0.407* 0.012	0.431** 0.008	1	
SIT	0.677** 0.000	0.676** 0.000	0.697** 0.000	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). N = 37 samples

SB : Safety Behaviour
 SAC : Transactional Leadership
 SFOR : Transformational Leadership
 SIT : Situational Leadership

The analysis result implies first, the transactional leadership ($r=0.630$, $p<0.000$), transformational leadership ($r=0.407$, $p<0.000$), situational leadership ($r=0.667$, $p<0.000$), are all having significant and positive correlation with safety behaviour. Second, transformational leadership ($r=0.431$, $p<0.000$), situational leadership ($r=0.676$, $p<0.000$), are all having significant and positive correlation with transactional leadership. Third, transformational leadership ($r=0.697$, $p<0.000$), is highly significant and positive correlation with situational leadership. Among all independent variable, situational leadership has the strongest correlation with safety behaviour ($r=0.677$, $p<0.000$). Among three independent variables, the transformational leadership has the weakest correlation with transactional leadership ($r=0.407$, $p<0.000$).

4.5.3 Pearson Correlation Analysis – Generation X and Y

Table 4.6: Pearson Correlation Analysis - Generation X and Y

	SB	SAC	SFOR	SIT
SB	1			
SAC	0.744** 0.000	1		
SFOR	0.675** 0.000	0.707** 0.000	1	
SIT	0.722** 0.000	0.769** 0.000	0.669** 0.000	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). N = 215 samples

SB : Safety Behaviour
 SAC : Transactional Leadership
 SFOR : Transformational Leadership
 SIT : Situational Leadership

As shown in the Table 4.6, transactional leadership and safety behaviour has been shown a correlation of $r = 0.744$ ($p < 0.000$). The correlation analysis supports that the transactional leadership have a significant positive relationship with safety behaviour. According to Malhotra (2007) stated that transformational leadership of 0.744 is classified into high positive coefficient range. As shown in the Table 4.6, transformational leadership and safety behaviour has shown a correlation of $r = 0.675$ ($p < 0.000$). The correlation analysis supports that the transformational leadership have a significant positive relationship with safety behaviour. According to Malhotra (2007) stated that transformational leadership of 0.675 is classified into moderate positive coefficient range. As shown in the Table 4.6, situational leadership and safety behaviour has shown a correlation of $r = 0.722$ ($p < 0.000$). The correlation analysis supports that the situational leadership have a significant positive

relationship with safety behaviour. According to Malhotra (2007) stated that transformational leadership of 0.675 is classified into high positive coefficient range.

4.6 Multiple Linear Regression Analysis

The Multiple Linear Regression Analysis (MLRA) aims to examine the relationship between the safety behavior towards the three leadership styles; transactional leadership, transformational leadership, and situational leadership among generations X and generation Y. The elements of independent variables are the factors influences the dependent variables will be explain by MLRM. The multiple linear regression model attempts to the relationship between two or more explanatory variables and a response variable by fitting a linear equation to observed data. The general purpose of Multiple Regression (the term was first used by Pearson, 1908) is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable.

4.6.1 Multi Linear Regression - Generation X

The relationship between safety behaviour towards the three leadership styles for generation X can be explain such as below:

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y	=	Safety Behaviour
α	=	Intercept of Model
X ₁	=	Transactional Leadership
X ₂	=	Transformational Leadership
X ₃	=	Situational Leadership
e	=	Random Error of Testing

As a result, the equation for the model is formulated as shown:

$$SB = 0.234 + 0.300(SAC) + 0.267(SFOR) + 0.368(SIT)$$

Table 4.7: Model Summary – Generation X

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
			df1	df2	
1	0.718	0.692	0.692	0.000	1.977

Source: Developed for the research

As presented in Table 4.7, the R² of 0.692 indicated that 69.2% of the changes in generation X, intention of safety behaviour was explained by all the three leadership styles, namely transactional leadership, transformational leadership, and situational leadership. On the other hand, the remaining 30.8% of the changes can be explained by other variables which are not examined in this study.

Table 4.8: Coefficient Table - Generation X

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t-value	Std. Error
(Constant)	0.234	0.378		0.618	0.541
SAC	0.300	0.115	0.298	2.612	0.013
SFOR	0.267	0.115	0.305	2.316	0.027
SIT	0.368	0.086	0.425	4.263	0.000

a. Dependent Variable: Safety Behaviour

b. Source: Developed for the research

Based on Table 4.8, all the independent variables (SAC, SFOR, SIT) have positive relationship with dependent variables (SB) as all the value of parameter estimate is positive (0.300, 0.267 and 0.368 respectively) and all independent variables are found to be significance as p-value is less than 0.05.

ANOVA is a particular form of statistical was used in the analysis of experimental data. A test result is called statistically significant if it is deemed unlikely to have occurred by chance. A statistically significant result, when a probability (p-value) is less than a threshold (significance level).

Table 4.9: ANOVA Table for Multiple Linear Regressions – Generation X

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.064	3	.688	27.943	.000 ^b
Residual	0.813	33	.025		
Total	2.877	36			

a. Dependent Variable: min_SB

b. Predictors: (Constant), min_SIT, min_SAC, min_SFOR

The F-value as indicated in Table 4.9 was 27.943 with the significant level of less than 0.000, thus the fitness of model can be proved. This indicates that at least one of the three independent variables can be used to explain the dependent variables. In short, the relationship between all the independent variables (SAC, SFOR, SIT) and DV (SB) is significant.

4.6.2 Multi Linear Regression - Generation Y

The relationship between safety behaviour towards the three leadership styles for generation Y can be explain such as below:

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y	=	Safety Behaviour
α	=	Intercept of Model
X_1	=	Transactional Leadership
X_2	=	Transformational Leadership
X_3	=	Situational Leadership
e	=	Random Error of Testing

As a result, the equation for the model is formulated as shown:

$$SB = 0.829 + 0.357(SAC) + 0.182(SFOR) + 0.198(SIT)$$

Table 4.10: Model Summary - Generation Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
			df1	df2	
1	0.783 ^a	0.612	0.606	0.20764	1.977

Source: Developed for the research

As presented in Table 4.10, the R^2 of 0.612 indicated that 61.2% of the changes in generation intention of safety behaviour can be explained by all the three leadership styles, namely transactional leadership, transformational leadership, and situational leadership. On the other hand, the remaining 38.2% of the changes can be explained by other variables which are not examined in this study.

Table 4.11: Coefficient Table - Generation Y

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t-value	
(Constant)	0.829	0.158		5.239	0.000
SAC	0.357	0.075	0.413	4.766	0.000
SFOR	0.182	0.060	0.211	3.032	0.000
SIT	0.198	0.073	0.229	2.702	0.008

a. Dependent Variable: Safety Behaviour

b. Source: Developed for the research

Based on Table 4.11, it illustrates all the independent variables (SAC, SFOR, SIT) have positive relationship with dependent variables (SB) as all the value of parameter estimate is positive (0.357, 0.182 and 0.198 respectively) and all independent variables are found to be significance as p-value is less than 0.05.

Table 4.12: ANOVA Table for Multiple Linear Regressions – Generation Y

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.855	3	3.952	91.651	.000 ^b
	Residual	7.502	174	.043		
	Total	19.357	177			

The F-value as indicated in Table 4.12 was 91.651 with the significant level of less than 0.000, thus the fitness of model can be proved. This indicates that at least one of the three independent variables can be used to explain the dependent variables. In short, the relationship between all the IVs (SAC, SFOR, SIT) and DV (SB) is significant.

4.6.3 Multi Linear Regression - Generation X and Y

The relationship between the safety behaviour of army personal towards the three leadership styles for combination of generation X and generation Y can be explain such as below:

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y	=	Safety Behaviour
α	=	Intercept of Model
X_1	=	Transactional Leadership
X_2	=	Transformational Leadership
X_3	=	Situational Leadership
e	=	Random Error of Testing

Under this regression equation, it illustrates:

$$SB = 0.685 + 0.320(SAC) + 0.201(SFOR) + 0.204(SIT)$$

Table 4.13: Model Summary – Generation X and Y

Model	R	R Square	Adjusted R Square df1	Std. Error of the Estimate df2	Durbin-Watson
1	0.795	0.635	0.626	0.000	1508

Source: Developed for the research

As presented in Table 4.13, the R^2 of 0.635 indicated that 63.5% of the changes in safety behaviour can be explained by all the three leadership styles, namely (transactional leadership, transformational leadership, and situational leadership). On the other hand, the remaining 37.5% of the changes can be explained by other variables which are not examined in this study.

Table 4.14: Coefficient Table – Generation X and Y

Model	Unstandardized Coefficients		Standardized Coefficients		P-value (Sig.)
	B	Std. Error	Beta	t-value	Std. Error
(Constant)	0.685	0.147		4.652	0.000
SAC	0.320	0.064	0.355	4.972	0.000
SFOR	0.201	0.055	0.224	3.646	0.000
SIT	0.204	0.060	0.299	4.396	0.000

a. Dependent Variable: Safety Behaviour

b. Source: Developed for the research

Based on Table 4.14, all the independent variables (SAC, SFOR, SIT) have positive relationship with dependent variables (SB) as all the value of parameter estimate is positive (0.320, 0.201 and 0.204 respectively) and all IVs are found to be significance as p-value is less than 0.05.

ANOVA is a particular form of statistical testing heavily used in the analysis of experimental data. A test result (calculated from the null hypothesis and the sample) is called statistically significant if it is deemed unlikely to have occurred by chance. A statistically significant result, when a probability (p-value) is less than a threshold (significance level).

Table 4.15: ANOVA Multiple Linear Regressions – Generation X and Y

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F Sig.
1	Regression	15.295	3	5.098	120.591 0.000 ^b
	Residual	8.921	211	0.042	
	Total	24.216	214		

a. Dependent Variable: min_SB

b. Predictors: (Constant), min_SIT, min_SAC, min_SFOR

The F-value as indicated in Table 4.15 was 120.591 with the significant level of less than 0.000, thus the fitness of model can be proved. This indicates that at least one of the three independent variables can be used to explain the dependent variables. In short, the relationship between all the IVs (SAC, SFOR, SIT) and DV (SB) is significant.

4.7 Conclusions

All the data obtained from the questionnaires are analyze and presented in this chapter. The result indicates that the three seminal leadership's theories, namely the transactional, transformational and situational leadership has explain the compliance of safety behavior of the army personal respectively between generation X and generation Y. The major findings of the study indicated that all three independent variables influence significantly the compliance safety behavior. Thus discussion of the obtained results will be further discussed in the following chapter.



CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this specific chapter, the overall conclusion of the research project is explained. Firstly, it starts with the summary of the descriptive and inferential analysis, based on what has been interpreted and analyzed in the previous chapter which is Chapter 4. Next, it discusses on the results as well as the findings and the validation of the research objectives is also included. The implications of conducting this study are then discussed and the limitations of the study are further explained. Last but not least, the recommendations for future research as well as the conclusion of this chapter are also included.

5.2 Summary of Results

5.2.2 Reliability Test

The scale measurement is basically based on the reliability test. The Cronbach's Alpha reliability test is used to observe the reliability of 32 items that were used to measure the four constructs for this research. Among the four constructs measured are; (i) safety behaviour which has the highest score of Cronbach's Alpha which is 0.845, followed by (ii) transactional leadership with a reliability score of 0.742, (ii) transformational leadership which has the third highest reliability score which is 0.701 and lastly, (iv) situational leadership which has the reliability score of 0.705.

5.2.3 Inferential Analysis

5.2.3.1 Pearson Correlation Analysis

Pearson Correlation is used to measure the relationship among four construct of this research. The result shows that all the independent variables i.e. transformational leadership, transactional leadership and situational leadership have significant positive relationship with safety behaviour at a significant level of 0.01. Based on the results, generation X and generation Y have shown that the transactional leadership has the strongest significant relationship with safety behaviour ($r = 0.744$) among the three independent variables. Besides, this is followed by the situational leadership ($r = 0.722$) and the transformational leadership ($r = 0.675$). Therefore, it has been proven by the results that there are significant positive relationships that are present between all the constructs involved.

5.2.3.2 Multiple Linear Regression Analysis

In particular, the multiple regressions were done in testing the relationship that are present among the independent variables involved (the transformational leadership, the transactional leadership and the situational leadership) against safety behaviour among two difference generations, namely generation X and generation Y. From the result of regression shown in Table 4.5, the R Square is 0.692 for regression generation X. Moreover, 69.2% of variation in the safety behaviour in

generation X was influenced by the three independent variables. However, Table 4.8, the R Square is 0.612 for regression generation Y. Moreover, 61.2% of variation in the safety behaviour in generation Y was influenced by the three independent variables. Hence, the results have proved that there are significant and the generation Y much higher R Square value compared with the generation X.

5.3 Discussions of Major Findings

Table 5.1: Summary of Research Objectives and Findings

Objectives of the study	Results
To examine the relationship of transactional leadership and safety behaviour.	$r = 0.744$; ($p < 0.05$); $p = 0.000$
To examine the relationship of transformational leadership and safety behaviour.	$r = 0.675$; ($p < 0.05$); $p = 0.000$
To examine the relationship of situational leadership and safety behaviour.	$r = 0.722$; ($p < 0.05$); $p = 0.000$
To determine the most dominant leadership between generation X and generation Y	Generation X: Situational Leadership: 0.425
	Generation Y: Transformation leadership: 0.413
	Combination: Generation X and generation Y: Transactional Leadership: 0.352

5.3.1 Transactional Leadership with Safety Behaviour

Pearson correlation analysis, the transactional leadership is significantly correlated with safety behaviour. The transactional leadership was the one that is highly correlated with safety behaviour at 0.630 for generation X and 0.744 for generation Y. In addition, based on the multiple linear regression analysis, it has been indicated that the transactional leadership actually influenced the safety behaviour which is the revisit intention in a positive manner ($p=0.000$). It can be seen from the results of the internal reliability test that the Cronbach's Alpha value of 0.832 is obtained from the transformational leadership for generation Y. Additionally, it can be said that the work engagement of generation Y that is higher among the army personnel has also been proven based on the results obtained from the data collected. Despite of the difference observed between the two generations (generation X and generation Y) in terms of the teamwork as well as the development of their career, generation Y has been shown to have higher levels compared to generation X for these aspects. According to Barton & Skiba (2006); Cole et al., (2002); Galpin et al., (2006); Howe & Strauss, (2000); Sujansky, (2004); Wood, (2006), generation Y finds that career development, leadership style, and teamwork are among the central aspects to be considered in an organization. As stated by Rubin et al (2005) and Judge and Bono (2000), managers in different settings, including the military and business found that transformational leaders were evaluated as more effective, higher performers, and more interpersonally sensitive.

Furthermore, the empirical evidence also shows that transactional leadership is strongly correlated with employee work outcomes such as higher level of productivity and employee safety, employee satisfaction, creativity, goal attainment and follower well-being (Eisenbei and Boerner, 2013; Piccolo and Colquitt, 2006; Keller, 1992). Therefore, this indicates that the transactional leadership can directly affect a very wide scope of employee work outcome.

5.3.2 Transformational Leadership

In reference to the Pearson correlation analysis, the transformational leadership is significantly correlated with safety behaviour. The transformational leadership of generation X basically correlated with safety behaviour where the correlation of generation Y is 0.662 and generation X is 0.407. The multiple linear regression analysis has also shown that transformational leadership actually contributed towards the safety behaviour which is the revisit intention positively ($p=0.000$) while for the internal reliability test, it can be seen that the Cronbach's Alpha value for transactional leadership of generation X is 0.667.

When examining the transformational leadership, it has been found that generation Y scores lower than generation X in reference to safety behaviour. According to the transformational leadership styles, employees just need to obey the leader and perform the order. The leader gives salary or promotion to employee in exchange of their performance of certain level. This indicates that transformational leaders become sources of inspiration to others through their

commitment to those who work with them, their insistence to a mission, their willingness to take risk, and their strong desire to achieve.

The result obtained regarding transactional leadership has also been observed to be parallel to the previous study by Othman, Mohammed, D'Silva (2012) where transactional leadership and safety behaviour possessed a positive relationship. This means that job performance is the focus when it comes to the transformational leadership and the goal accomplishment can also improve the safety behaviour of the employees. This research has also successfully revealed that transformational leadership always deals with the act of the leader rewarding the employees by means of materials or the psychic needs which appeared to be the major reason that this leadership has the tendency to enhance the safety behaviour of the employees within an organization.

5.3.3 Situational Leadership with Safety Behaviour

Pearson correlation analysis for the situational leadership is significantly correlated with safety behaviour. The situational leadership correlated with safety behaviour generation Y by 0.712 and generation X was correlated at 0.677. Besides, multiple linear regression analysis indicated that the situational leadership is affecting the safety behaviour to revisit intention positively ($p=0.000$). Meanwhile, in the internal reliability test, the Cronbach's Alpha value for situational leadership for generation X is 0.735 and for generation Y is 0.687.

5.3.4 Dominance between Generations and Leadership Styles

The dominance among generation X and generation Y refers to the multiple linear regression analysis. The results have shown that generation X is the most dominant for situational leadership and generation Y is most dominant for transactional leadership. However, the generation X and generation Y had unequal perceptions towards transformational leadership.

5.4 Implications of the Study

Based on the results of this research, especially among generation X and generation Y, transactional leadership, transformational leadership and the situational leadership are significantly attached towards safety behavior. As an effort to increase the effectiveness of safety behaviour of the employees, the leaders must have the knowledge about the leadership styles they need to cope with either the transformational, transactional, or the situational leadership. Contextualizing the importance of these findings to Malaysian Army, the research has highlighted some important aspects relating to the significance:

a. To The Academic/Researchers.

The academics are the bastion of learning that yields positive researches that sustain the universe, and this research serves as a little contribution to those questions of the research. There are lack of researches focusing on the sustainability in leadership styles among the generation X and generation Y in Malaysian Army. As such, this research

hopes to generate debates across the Malaysian academics in to embrace the concept fully.

b. To The Regulator.

This research hopes to provide the Malaysian Army on regulators of safety behaviour and highlight the sustainability, as well as the importance of the knowledge and skills where safety behaviour was required. To this regard, effective policy framework by the Ministry of Defence (MoD) that would harmonize and strengthens the knowledge and skills of the Malaysian Army towards the implementation the leadership styles among generation X and generation Y is highly required.

c. To The Manager.

Managers or leaders of the management should take leadership styles seriously as they have a huge effect towards the safety behaviour in an organization. In this research, different types of leadership styles in the military organization depends on which styles are suitable for the employees. This might affect their safety behaviour towards the organization.

5.5 Limitations of the Study

There are a few limitations that actually affected the reliability results of this research. Firstly, for the data collection, the sample size of 215 respondents in 31st Royal Artillery Regiment, in Kem Tun Ibrahim Kajang, Selangor might not be significant enough in representing represent the whole population of the Malaysian Army.

Secondly, time constraint is the main issue in conducting this particular research as the researcher has only limited time in collecting the data. If there were more time allocated, perhaps the researcher can distribute the questionnaire to other regions or states and the results will be of wider scope. Besides the time issue, when conducting the survey, some of the respondents might not be able to provide accurate responses and it is almost impossible to avoid the aspect of respondent bias as when responding to the questions in the questionnaire. Hence, the accuracy of the answer might be affected as well plus there were also inactive and irresponsible respondents who refused to answer the questionnaire.

In addition, the researcher also faced financial constraints due to the limited budget as this study was only able to be conducted within Selangor and not at other potential states as the researcher needs to consider the expenses in order to ensure that the research can be smoothly conducted. The financial and time constraints are actually the major limitations as if the researcher was able to get a greater number of respondents and not only restricted to Selangor to conduct the research, the results of this study will be more reliable and accurate as it involves a wider scope. All in all, although there are some limitations observed, it does affect overall concept of this study. The limitations can be improved in future studies and it may also serve as a reference for other future researchers in the same area of research.

5.6 Recommendations for Future Research

First, the sample size of 215 respondents might not be enough to represent the whole army personnel in Malaysia and it might be too small for the research. In collecting more accurate results for the research, the researcher should expand the survey to other states within Malaysia. Hence, it is advisable for future researchers to include all of the Malaysian Army within Malaysia for the purpose of future research as it will allow them to gain responses and also perspectives in a wider scope.

Apart from expanding the sample size, it is also suggested that all of the variables (if available) to be included in future research. Although it will be time consuming, but it will help the future researcher in gaining more information to understand the leadership styles better. As the research will provide a wider perspective besides improving the scope of the study, it will be beneficial for future researchers to include this factor in obtaining accurate and reliable results.

Last but not least, as the researcher experienced time constraint for this current study especially in distributing the questionnaires to the respondents, future researchers may make use of the idea of using online survey, face-to-face, non-face-to-face and telephone interviews in obtaining the data to be analysed as it will save a lot of time. By conducting interviews, the researcher will also be able to get the in-depth information and feedbacks on the spot rather than waiting for the questionnaires to be completed by the respondents.

5.7 Conclusion

This study was conducted to have better understanding on leadership styles towards safety behaviour by clarifying the factors of leadership styles such as transformational leadership, transactional leadership and situational leadership among the Malaysian Army, especially 31st Royal Artillery Regiment, in Kem Tun Ibrahim, Kajang, Selangor towards generation X and generation Y. It is also important to note that this research project has successfully fulfilled the research objectives stated at the very beginning of the paper; to identify the relationship of the three independent variables where the Pearson correlation analysis, the multiple regression linear analysis, and the reliability analysis test were conducted. Based on the results obtained, it has been shown that the three independent variables involved in this study basically exhibited positive significant relationships in reference to safety behaviour.

As a conclusion, the outcome of the research indicates that generation X has shown that the situational leadership is the most important factor that influencing safety behavior and the least important factor is transformational leadership. In addition, this study has provided that generation Y has shown that the transactional leadership is the most important factor influencing safety behavior and the least important factor is the situational leadership. Furthermore, there are some limitations that have been met and recommendations for future researcher. Thus, this study has successfully provided information for those who may want to investigate more on the factors influencing safety behaviour.

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Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

**UNIVERSITI UTARA MALAYSIA (KUALA LUMPUR)
COLLEGE OF BUSINESS**

Dear Respondents,
I am conducting a survey based on my research entitle:

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

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

Universiti Utara Malaysia

*Responden yang dihormati,
Saya menjalankan kajian berdasarkan tajuk penyelidikan saya:*

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

*Kajian ini dijalankan sebagai memenuhi sebahagian program ijazah sarjana sains
saya. Respons anda akan dirahsiakan dan akan digunakan untuk tujuan akademik
sahaja. Sila luangkan masa anda untuk menjawab semua soalan. Kerjasama,
kejujuran dan pertimbangan masa anda adalah sangat dihargai. Terima kasih.*

**MASTER OF SCIENCE
(OCCOUPTIONAL SAFETY AND HEALTH MANAGEMENT)
COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA
(KUALA LUMPUR)**

SECTION A: DEMOGRAPHIC OF RESPONDENT

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

	Generation X (More than 38 years)	Generation Y (Less than 38 years)
1. Gender	☐ Male ☐ Female	
2. Age	☐ 38 – 41 years old ☐ 42 – 45 years old ☐ 46 – 49 years old	☐ 22 – 25 years old ☐ 26 – 29 years old ☐ 30 – 33 years old ☐ 34 – 37 years old
3. Race	☐ Malay ☐ Chinese ☐ Indian ☐ Others	
4. Marital Status	☐ Single ☐ Married ☐ Divorced	
5. Monthly Income	☐ Below RM1,999 ☐ RM2,000 – RM2,499 ☐ RM2,500 – RM2,999 ☐ RM3,000 – RM3,499 ☐ Above RM3,500	
6. How far your residence from your work place?	☐ Below 5 kilometers ☐ 6 – 10 kilometers ☐ 11 – 15 kilometers ☐ 16 – 20 kilometers ☐ Above 21 kilometers	
7. Your position/rank in the organization?	☐ Warrant Officer ☐ Staff Sergeant ☐ Sergeant	☐ Corporal ☐ Lans Corporal ☐ No Rank Holder

SECTION B: SAFETY BEHAVIOUR

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

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

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

15.	I report safety problems to my supervisor when I see safety problem	1	2	3	4
16.	I correct safety problems to ensure accidents will not occur	1	2	3	4

SECTION C: TRANSACTIONAL LEADERSHIP

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

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

No.	Item	* Level of safety behavior with this item			
1.	I know the company's safety objectives.	1	2	3	4
2.	My manager sets high standard for safety.	1	2	3	4
3.	My manager recognizes positive safety behaviour and rewards accordingly.	1	2	3	4
4.	My manager emphasizes the need to adhere to safety policies and procedures.	1	2	3	4
5.	My manager avoids making decisions when there are safety concerns.	1	2	3	4
6.	My manager takes pro-actives actions to prevent accidents from happening.	1	2	3	4

SECTION D: TRANSFORMATION LEADERSHIP

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

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

No.	Item	* Level of safety behavior with this item			
		1	2	3	4
1.	My manager places a high values and belief in safety.				
2.	My manager gets involved in resolving safety issues and concerns.				
3.	My manager leads by examples.				
4.	My manager is positive about the company's safety performance.				
5.	My manager is honest and trustworthy.				

SECTION F: SITUATIONAL LEADERSHIP

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

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

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

NOTE: THIS QUESTIONNAIRE WILL BE USED DUAL LANGUAGE.

Thank you for your time, opinion and comments.

~ The End ~