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**THE RELATIONSHIP BETWEEN SAFETY-SPECIFIC  
TRANSFORMATIONAL LEADERSHIP, CONSIDERATION OF  
FUTURE SAFETY CONSEQUENCES AND SAFETY  
CITIZENSHIP BEHAVIOUR IN THE CONSTRUCTION  
INDUSTRY, MALAYSIA**



**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in Partial Fulfilment of the Requirement for the  
Master of Science (Occupational Safety and Health Management)**



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

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## ABSTRACT

Past studies show research gaps between the general knowledge of organizational citizenship behaviour and its relevancy to be put into occupational safety and health practice in the field. The present study aims to examine the relationship between the safety counterparts of general transformational leadership, consideration of future consequences towards worker's safety citizenship behaviour. Data from 233 construction personnel were collected from the Malaysian construction industry and analysed using regression analysis. Results showed that safety-specific transformational leadership of the project manager and the consideration of future safety consequences positively influence safety citizenship behaviour of construction personnel. The implications of these findings were discussed for theories of transformational leadership, consideration of future consequences, organizational citizenship behaviour, and its safety specific counterparts.

Keywords: safety citizenship behaviour, safety-specific transformational leadership, consideration of future safety consequences, occupational safety and health

## ABSTRAK

Kajian lepas menunjukkan jurang penyelidikan antara tingkah laku kewarganegaraan organisasi dan samada ianya sesuai untuk dimasukkan ke dalam amalan keselamatan dan kesihatan pekerjaan di lapangan. Kajian ini bertujuan untuk mengkaji hubungan antara kepemimpinan transformasional keselamatan, pertimbangan bagi akibat keselamatan di masa akan datang dan tingkah laku kewarganegaraan keselamatan pekerjaan. Data dikumpulkan daripada 233 kakitangan pembinaan di Malaysia dan dianalisis menggunakan analisa regresi. Hasil kajian menunjukkan bahawa kepemimpinan transformasi keselamatan seorang pengurus projek dan pertimbangan bagi akibat keselamatan di masa akan datang seorang pekerja mempengaruhi secara positif terhadap tingkah laku kewarganegaraan keselamatan pekerjaan seorang warga kerja pembinaan. Implikasi penemuan ini dibincangkan dari sudut teori-teori kepemimpinan transformasional, pertimbangan bagi akibat di masa akan datang, tingkah laku kewarganegaraan organisasi, dan juga dari sudut teori keselamatan pekerjaan.

Katakunci: tingkah laku kewarganegaraan keselamatan pekerjaan, kepimpinan transformasi keselamatan, pertimbangan bagi akibat keselamatan di masa akan datang

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## **LIST OF ABBREVIATIONS**

CFC	Consideration of Future Consequences
CFSC	Consideration of Future Safety Consequences
OSH	Occupational Safety and Health
OCB	Organizational Citizenship Behaviour
SB	Safety Behaviour
SCB	Safety Citizenship Behaviour
SL	Safety Leadership
SSTL	Safety-Specific Transformational Leadership





# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

The aim of Malaysian Occupational Safety and Health Master Plan for year 2016 to 2020 is to reduce the nation's accident death rate from 4.84 to 4.36 for every 100,000 workers and accident rate from 2.81 to 2.53 for every 1,000 workers respectively by end of year 2020. According to SOCSO Annual Report from 2014 to 2018, the accident statistic reported for the construction industry has increased gradually from 6,552 cases in 2014 to 8,841 cases in 2018.

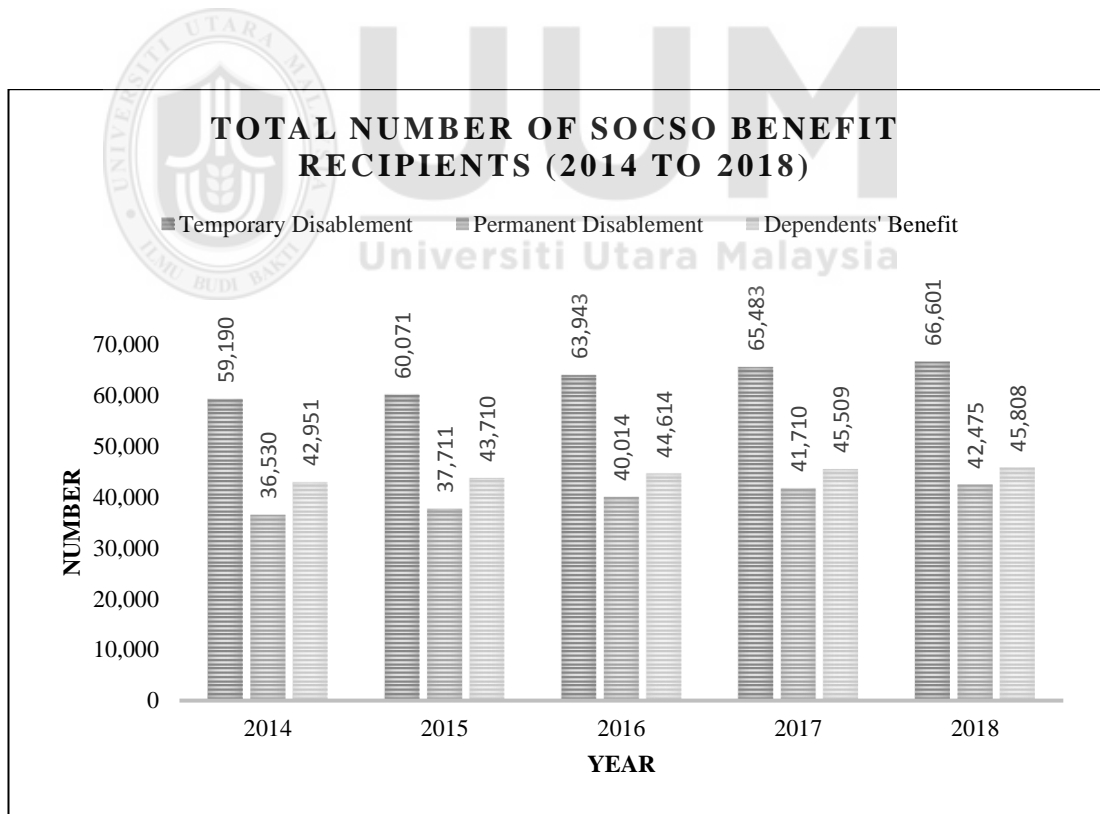
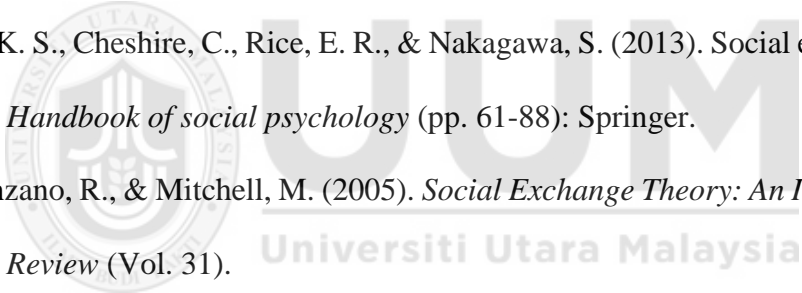


Figure 1.1  
*Total number of SOCSO benefit recipients (2014 to 2018)*

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**APPENDIX A**  
**QUESTIONNAIRE**



**UNIVERSITI UTARA MALAYSIA**

Dear Respondents,

I am a Masters student (Occupational Safety and Health Management) of Universiti Utara Malaysia. Currently, I'm conducting a study among workers in the construction industry.

I understand that your time is valuable and many demands are made upon it by your heavy workload. However, your participation in this survey, which will require only about 10-15 minutes of your time, is vital to the success of this study.

The questionnaire has four sections with a total of fifty-six (56) questions; thirteen (13) questions from section A, ten (10) questions from section B, six (6) questions from section C, and twenty-seven (27) questions from Section D.

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

Should you have any queries regarding this research, please do not hesitate to contact me at aneesaakmal@yahoo.com or at 012-3356135. Thank you very much for your cooperation. Your participation in this study is greatly appreciated.

Sincerely,

Aneesa Akmal binti Nooh  
Candidate  
MSc (Occupational Safety and Health Management)  
Matric No: 821254

**Bahagian A: Maklumat Demografi**  
**Section A: Demographic Information**

Sila tanda (✓) pada ruangan yang sesuai atau isi pada tempat kosong, yang mana bersesuaian.

*Please check (✓) in the appropriate box or fill in the blank, where appropriate.*

1. Jantina anda (*Your gender*):

- Lelaki (*Male*)  
 Perempuan (*Female*)

2. Taraf perkahwinan anda (*Your marital status*):

- Bujang (*Single*)  
 Berkahwin (*Married*)  
 Janda/duda/bercerai (*Divorced/widowed*)

3. Warganegara (*Nationality*):

- Malaysia  
 Warga Asing (*Foreigner*)

4. Bangsa (*Race*):

- Melayu (*Malay*)  
 Cina (*Chinese*)  
 India (*Indian*)  
 Lain-lain, sila nyatakan (*Others, please specify*):

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5. Umur anda (*Your age*):

- ≤20 tahun (*years old*)  
 21-30 tahun (*years old*)  
 31-40 tahun (*years old*)  
 41-50 tahun (*years old*)  
 ≥51 tahun (*years old*)

6. Tahap pendidikan tertinggi anda (*Your highest educational level*):

- Sekolah rendah (*Primary*)  
 LCE/SRP/PMR (*Secondary lower*)  
 MCE/SPM/SPMV (*Secondary upper*)  
 HSC/STPM/Diploma (*Certificate/Diploma*)  
 Sarjana Muda/Sarjana (*Bachelor degree/Post-graduates*)  
 Lain-lain, sila nyatakan (*Others, please specify*):

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7. Maklumat pekerjaan seperti yang didaftarkan dengan Kad Hijau CIDB  
(*Information of Occupation as per CIDB Green Card registration*):

- Pekerja Am (*General worker*)  
 Pekerja Binaan (*Construction worker*)  
 Pekerja Mahir Binaan (*Skilled construction worker*)  
 Penyelia Binaan (*Construction supervisor*)

- Pelatih Binaan (*Construction trainee*)
  - Lain-lain, sila nyatakan (*Others, please specify*):
- 

8. Sudah berapa lama anda berkhidmat dengan syarikat yang anda bekerja sekarang?  
(*How long have you been working with current company?*)

- ≤1 tahun (*year*)
- 2-5 tahun (*years*)
- 6-10 tahun (*years*)
- ≥11 tahun (*years*)

9. Sudah berapa lama anda berkhidmat dalam industri pembinaan?  
(*How long have you been working in the construction industry?*)

- ≤1 tahun (*year*)
- 2-5 tahun (*years*)
- 6-10 tahun (*years*)
- 11-20 tahun (*years*)
- ≥21 tahun (*years*)

10. Adakah anda pernah mengalami kemalangan di tempat kerja sepanjang bekerja di organisasi ini?

(*Have you ever had any occupational accident ever since you started working in this organization?*)

- Ya (*Yes*)
- Tidak (*No*)

11. Jika ya, berapakah bilangan kemalangan yang pernah dialami sepanjang bekerja di organisasi ini?

(*If yes, how many accidents have you had while working in this organization?*)

- 1-3
- 4-8
- 9-15
- Melebihi 15 (*Over 15*)
- Tiada langsung (*None*)

12. Pernahkah anda menghadiri latihan keselamatan?

(*Have you attended any occupational safety training?*)

- Ya (*Yes*)
- Tidak (*No*)

13. Berapakah kekerapan anda perlu menghadiri latihan keselamatan?

(*How often do you have to attend safety training?*)

- Setiap bulan (*Every month*)
- Sekali dalam tempoh tiga bulan (*Once in three month*)
- Sekali dalam tempoh enam bulan (*Once in six month*)
- Sekali setahun (*Once a year*)
- Tiada langsung (*Not at all*)

**Bahagian B: Kepimpinan Keselamatan**  
**Section B: Safety Leadership**

Berdasarkan sifat kepimpinan pengurus projek anda dari segi keselamatan pekerjaan, sila nyatakan tahap persetujuan anda terhadap setiap pernyataan dibawah. **Bulatkan** jawapan anda berpandukan skala yang diberikan.

*(Based on the safety leadership attributes of your project manager, please indicate your level of agreement to each of the statement below. **Circle** your answer using the scale given).*

Sangat tidak setuju (Strongly disagree)	Tidak setuju (Disagree)	Agak tidak setuju (Somewhat disagree)	Neutral (Neutral)	Agak setuju (Somewhat agree)	Setuju (Agree)	Sangat setuju (Strongly agree)
1	2	3	4	5	6	7

1. Pengurus projek saya menzahirkan rasa berpuas hati apabila saya menjalankan tugas dengan selamat.  
*(My project manager expresses satisfaction when I perform my job safely.)* 1 2 3 4 5 6 7
2. Pengurus projek saya memastikan kami menerima ganjaran yang sesuai apabila sasaran keselamatan di tempat kerja tercapai.  
*(My project manager makes sure that we receive appropriate rewards for achieving safety targets on the job.)* 1 2 3 4 5 6 7
3. Pengurus projek saya sentiasa memberi galakan untuk kami melakukan kerja dengan selamat.  
*(My project manager provides continuous encouragement to do our jobs safely.)* 1 2 3 4 5 6 7
4. Pengurus projek saya menunjukkan kesungguhan untuk mengekalkan persekitaran kerja yang selamat.  
*(My project manager shows determination to maintain a safe work environment.)* 1 2 3 4 5 6 7
5. Pengurus projek saya mencadangkan kaedah baharu untuk melakukan kerja kami dengan lebih selamat.  
*(My project manager suggest new ways of doing our jobs more safely.)* 1 2 3 4 5 6 7
6. Pengurus projek saya menggalakkan saya untuk mengutarakan idea dan pendapat mengenai keselamatan di tempat kerja.  
*(My project manager encourages me to express my ideas and opinion about safety at work.)* 1 2 3 4 5 6 7



- 7 Pengurus projek saya bercakap tentang nilai dan kepercayaan beliau tentang kepentingan keselamatan. 1 2 3 4 5 6 7  
*(My project manager talks about his/her values and beliefs of the importance of safety.)*
- 8 Gelagat pengurus projek saya menunjukkan komitmen beliau ke atas tempat kerja yang selamat. 1 2 3 4 5 6 7  
*(My project manager behaves in a way that displays a commitment to a safe workplace.)*
- 9 Pengurus projek saya meluangkan masa untuk menunjukkan kaedah paling selamat untuk melakukan tugas di tempat kerja. 1 2 3 4 5 6 7  
*(My project manager spends time showing me the safest way to do things at work.)*
- 10 Pengurus projek saya sudi mendengar isu-isu berkaitan keselamatan di tempat kerja. 1 2 3 4 5 6 7  
*(My project manager would listen to my concerns about safety on the job.)*



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**Bahagian C: Pertimbangan bagi Akibat Keselamatan di Masa Akan Datang**  
**Section C: Consideration of Future Safety Consequences**

Berdasarkan diri anda, sila nyatakan tahap persetujuan anda terhadap setiap pernyataan dibawah. **Bulatkan** jawapan anda berpandukan skala yang diberikan.

*(Based on yourself, please indicate your level of agreement to each of the statement below. **Circle** your answer using the scale given).*

Sangat tidak setuju (Strongly disagree)	Tidak setuju (Disagree)	Agak tidak setuju (Somewhat disagree)	Neutral (Neutral)	Agak setuju (Somewhat agree)	Setuju (Agree)	Sangat setuju (Strongly agree)
1	2	3	4	5	6	7

- 1 Melaporkan kemalangan mengambil masa yang panjang dan memerlukan inisiatif sendiri, namun ianya dapat membantu pekerja lain pada masa akan datang.  
*(Even though reporting accidents can take a lot of time and effort, it helps other workers in the future.)* 1 2 3 4 5 6 7
- 2 Kegagalan untuk melaporkan kecederaan di tempat kerja dengan segera mungkin mengakibatkan masalah yang serius pada masa akan datang.  
*(Failure to immediately report a workplace injury might result in serious problem later.)* 1 2 3 4 5 6 7
- 3 Mengikuti prosedur keselamatan yang sesuai kadang-kadang mengambil masa yang lama, namun ianya adalah lebih baik untuk jangkamasa panjang.  
*(Even though it sometimes takes longer, it is better in the long run to follow appropriate safety procedures.)* 1 2 3 4 5 6 7
- 4 Amalan keselamatan adalah tidak berbaloi dari segi masa dan tenaga jika risiko untuk kecederaan adalah rendah.  
*(Safety practise aren't worth time or effort when the risk of injury is low.)* 1 2 3 4 5 6 7
- 5 Proses pra-pemeriksaan kerja mengambil masa terlalu lama dalam menyiapkan kerja.  
*(Pre-job inspections take too much time away from getting the job done.)* 1 2 3 4 5 6 7
- 6 Kadang-kadang saya perlu mengeneipkan keselamatan untuk memenuhi permintaan pengeluaran.  
*(I sometimes need to compromise safety in order to meet production demands.)* 1 2 3 4 5 6 7

**Bahagian D: Kelakuan Kewarganegaraan dalam Keselamatan Pekerjaan**  
**Section D: Safety Citizenship Behaviour**

Berdasarkan diri anda, sila nyatakan tahap persetujuan anda terhadap setiap pernyataan dibawah. **Bulatkan** jawapan anda berpandukan skala yang diberikan.

*(Based on yourself, please indicate your level of agreement to each of the statement below. **Circle** your answer using the scale given.)*

Sangat tidak setuju ( <i>Strongly disagree</i> )	Tidak setuju ( <i>Disagree</i> )	Agak tidak setuju ( <i>Somewhat disagree</i> )	Neutral ( <i>Neutral</i> )	Agak setuju ( <i>Somewhat agree</i> )	Setuju ( <i>Agree</i> )	Sangat setuju ( <i>Strongly agree</i> )
1	2	3	4	5	6	7

1 Saya selalu libatkan diri dalam jawatankuasa keselamatan secara sukarela. 1 2 3 4 5 6 7  
*(I always volunteer for safety committee.)*

2 Saya membantu untuk mengajar prosedur keselamatan kepada pekerja baharu. 1 2 3 4 5 6 7  
*(I help teach safety procedures to new employees.)*

3 Saya membantu pekerja lain bagi memastikan mereka melakukan kerja dengan selamat. 1 2 3 4 5 6 7  
*(I assist others to make sure they perform work safely.)*

4 Saya melibatkan diri dalam aktiviti keselamatan untuk membantu pekerja lain melakukan kerja dengan selamat. 1 2 3 4 5 6 7  
*(I get involve in safety activities to help others work more safely.)*

5 Saya membantu pekerja lain belajar mengenai amalan kerja yang selamat. 1 2 3 4 5 6 7  
*(I help others learn about safe work practices.)*

6 Saya membantu pekerja lain berkaitan tanggungjawab dalam keselamatan. 1 2 3 4 5 6 7  
*(I help others with safety related responsibilities.)*

7 Saya membuat cadangan keselamatan didalam aktiviti kerja. 1 2 3 4 5 6 7  
*(I make safety related recommendations about work activities.)*

8 Saya menyuarakan dan menggalakkan pekerja lain untuk melibatkan diri dalam isu keselamatan. 1 2 3 4 5 6 7  
*(I speak up and encourage others to get involved in safety issues.)*

- 9 Saya menyuarakan pendapat mengenai hal-hal keselamatan walaupun pekerja lain tidak bersetuju.  
(*I express opinions on safety matters even if others disagree.*) 1 2 3 4 5 6 7
- 10 Saya mengutarakan isu-siu keselamatan semasa sesi perancangan.  
(*I raise safety concerns during planning session.*) 1 2 3 4 5 6 7
- 11 Saya melindungi pekerja lain daripada hazard keselamatan.  
(*I protect other employees from safety hazards.*) 1 2 3 4 5 6 7
- 12 Saya bertindak diluar batasan untuk menjaga keselamatan pekerja lain.  
(*I go out of my way to look out for the safety of others.*) 1 2 3 4 5 6 7
- 13 Saya mengambil tindakan untuk melindungi pekerja lain daripada situasi yang berisiko.  
(*I take action to protect others from risky situations.*) 1 2 3 4 5 6 7
- 14 Saya cuba menghalang pekerja lain daripada kecederaan semasa melakukan pekerjaan.  
(*I try to prevent others from being injured on the job.*) 1 2 3 4 5 6 7
- 15 Saya mengambil tindakan untuk menghentikan ketidakpatuhan keselamatan demi untuk melindungi kesejahteraan pekerja lain.  
(*I take action to stop safety violations in order to protect the well-being of others.*) 1 2 3 4 5 6 7
- 16 Saya memberitahu kepada pekerja lain yang saya akan melaporkan sebarang ketidakpatuhan keselamatan.  
(*I explain to others that I will report safety violations.*) 1 2 3 4 5 6 7
- 17 Saya memberitahu pekerja lain untuk mengikuti prosedur kerja selamat.  
(*I tell others to follow safe work procedures.*) 1 2 3 4 5 6 7
- 18 Saya memantau pekerja baharu untuk memastikan mereka menjalankan kerja dengan selamat.  
(*I monitor new employees to ensure they are performing safely.*) 1 2 3 4 5 6 7
- 19 Saya melaporkan pekerja lain yang melanggar prosedur keselamatan.  
(*I report others who violate safety procedures.*) 1 2 3 4 5 6 7
- 20 Saya memberitahu pekerja baharu bahawa ketidakpatuhan terhadap prosedur keselamatan tidak boleh diterima.  
(*I tell new member that violations of safety procedures will not be tolerated.*) 1 2 3 4 5 6 7
- 21 Saya menghadiri mesyuarat keselamatan.  
(*I attend safety meetings.*) 1 2 3 4 5 6 7

- 22 Saya menghadiri mesyuarat keselamatan yang tidak wajib. 1 2 3 4 5 6 7  
(*I attend non-mandatory safety-oriented meetings.*)
- 23 Saya sentiasa mengetahui tentang perubahan terhadap dasar dan prosedur keselamatan. 1 2 3 4 5 6 7  
(*I keep informed of changes in safety policies and procedures.*)
- 24 Saya cuba memperbaiki prosedur keselamatan. 1 2 3 4 5 6 7  
(*I try to improve safety procedures.*)
- 25 Saya cuba melakukan perubahan terhadap kaedah melakukan kerja supaya ianya lebih selamat. 1 2 3 4 5 6 7  
(*I try to change the way the job is done to make it safer.*)
- 26 Saya cuba mengubah dasar dan prosedur supaya ianya lebih selamat. 1 2 3 4 5 6 7  
(*I try to change policies and procedures to make them safer.*)
- 27 Saya membuat cadangan untuk meningkatkan keselamatan dalam tugas. 1 2 3 4 5 6 7  
(*I make suggestions to improve the safety of a work.*)

**SOAL SELIDIK TAMAT (END OF QUESTIONNAIRE)**  
**TERIMA KASIH (THANK YOU)**



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