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## Safety Science

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### The influence of supervisor leadership practices and perceived group safety climate on employee safety performance

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#### Abstract

The current study investigates the influence of the leadership practices of first-line supervisors on the safety compliance and safety participation of the employees who work for them. Contingent reward and transformational leadership are examined under conditions of positive and non-positive group safety climate in both the manufacturing and constructions sectors. Using moderated regression models (Aguinis, 2004) results indicate that greater levels of transformational and contingent reward leadership are both associated with greater levels of safety compliance and safety participation behavior, however group safety climate moderates the leadership-safety compliance relationships. Under positive group safety climate conditions employee safety compliance behavior improves as supervisor's leadership practices increase; under non-positive group safety climate conditions there is no improvement in safety compliance with improvements in supervisor's leadership practices. The results provide further support to the growing literature on the value of strong group safety climates for improving safety compliance behavior, as well as the value in improving the leadership practices of first-line supervisors.

#### Highlights

- ▶ The effects of supervisor leadership on employee safety behavior are examined.
- ▶ Leadership practices are examined under positive and non-positive safety climate conditions.
- ▶ Leadership improves employee safety compliance under positive group safety climates.
- ▶ Under non-positive group safety climates there are no improvement in safety compliance.

#### Keywords

Leadership; Group safety climate; Safety compliance; Safety participation

Figures and tables from this article:

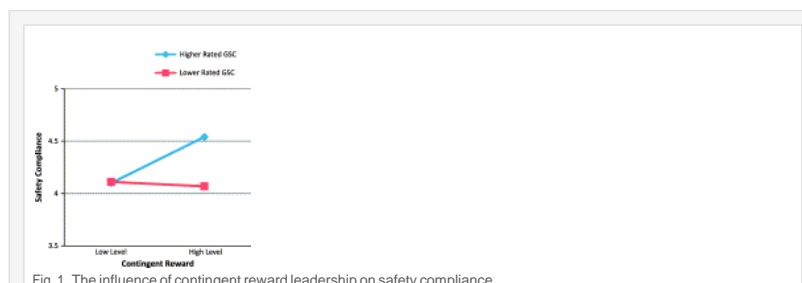


Figure options

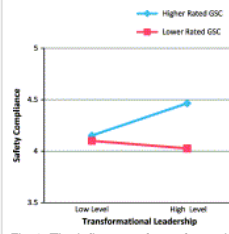


Fig. 2. The influence of transformational leadership on safety compliance.

Figure options

Table 1. Regression results: group safety climate as a moderator between leadership and safety compliance.



$+p < .05$ .

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Table 2. Regression results: group safety climate as a moderator between leadership and safety participation.



$+p < .05$ .

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