

Unbreakable Obedience of Safety Regulation: The Study of Authoritarian Leadership and Safety Performance

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Abstract : Leadership is a key factor of improving workplace safety, and there have been abundant of studies which support the positive effects of appropriate leadership on employee safety performance in the western academic. However, little safety research focus on the Chinese leadership style like paternalistic leadership. To fill this gap, the resent study aims to examine the relationship between authoritarian leadership (one of the ternary mode in paternalistic leadership) and safety outcomes. This study makes hypothesis on different levels. First, on the group level, as an authoritarian leader regards safety value as the most important tasks, there would be positive effect on group safety outcomes through strengthening safety group norms by the emphasis on etiquette. Second, on the cross level, when a leader with authoritarian style has high priority on safety, employees may more obey the safety rules because of fear due to emphasis on absolute authority over the leader. Therefore, employees may show more safety performance and then increase individual safety outcomes. Survey data would be collected from 50 manufacturing groups (each group with more than 5 members and a leader) and a hierarchical linear modeling analysis would be conducted to analyze the hypothesis. Above the predictive result, the study expects to be a cornerstone of safety leadership research in the Chinese academic and practice.

Keywords : safety leadership, authoritarian leadership, group norms, safety behavior, supervisor safety priority

Conference Title : ICSRD 2020 : International Conference on Scientific Research and Development

Conference Location : Chicago, United States

Conference Dates : December 12-13, 2020