

How Safety- specific transformational leadership impact on Project Safety Climate: A study on Pakistan Textile industry

Faisal Hanif, Tayyaba Jameel

Riphah School of Business and Management, Riphah International University, Lahore, Pakistan

ABSTRACT

Purpose: Leaders' behavior has a critical impact on workers' safety behavior. However, previous studies have shown contradictive views on the effect of different leadership styles on safety behavior. One reason may be that the effectiveness of leaders' behavior varies according to diverse contexts. This study examines the effect of transformational leadership on project safety climate. Safety climate plays an important role in the high-risk textile industry. Moreover, we also tested the mediating effect of Safety Compliance and moderating effect of Attitude towards Safety.

Design/Methodology/Approach: The authors collected data from 270 textile sector employees through questionnaire whose jobs involved frequent interactions with machines employed in various textile factories. Data were analyzed using moderated mediation.

Findings/Results: The study results confirmed that Transformational leadership was identified as a key variable for the functioning of project safety climate. The results show that safety compliance fully mediated between the Transformational leadership and project safety climate, and attitude towards safety fully moderated the impact of Transformational leadership on project safety climate. The study concluded the positive relation between Safety Specific Transformational Leadership and Project Safety Climate.

Practical Implications: The findings of the study provide frontline supervisors with new insights into improving workers' safety and the efficiency of leadership in safety management.

Originality/Value: This study broadly contributes to the literature on the influence of project managers' leadership styles on project outcomes. Specifically, we elucidate the role of safety specific transformational leadership style as an important boundary condition that enhances the project safety climate. Furthermore, we extend the application of social exchange theory to the context of projects.

Keywords: *Safety Specific Transformational Leadership, Safety Compliance, Project Safety Climate, Attitude towards Safety*