

## DOES WORKAHOLISM MODERATE TRANSFORMATIONAL LEADERSHIP- SAFETY COMPLIANCE RELATIONS AMONG HEALTHCARE WORKERS?

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The importance of workplace safety cannot be overemphasized judging by the number of deaths and the magnitude of injuries that occur annually in various organizations, worldwide. Snir and Harpaz (2006) reported that about 10,000 work-related deaths occurred annually in Japan, while Hall, Blair, Smith and Gorski (2013) recently cited the Bureau of Labour and Statistics report of the U.S. that 4,547 people died in 2010 due to injuries sustained in the workplace. Many researchers (e.g., Dilda and Flin (2009) showed that most of the on-the-job injuries and deaths occur as a result of employees' non-compliance with work- safety rules. In search of the factors that can elicit employee compliance with workplace regulations, many researchers, such as Clark (2013), and Mullen, Kelloway and Teed (2011) focused attention on the relationship between transformational leadership style and employee safety compliance. Secondly, Andoh's (2013) report that transformational leadership style may elicit subordinates' safety compliance, prompted the researchers to seek for a better means of understanding the factors that can elicit employee compliance with workplace safety regulations. Transformational leadership style is the type of leadership in which the leader encourages followers or subordinates to broaden the scope of their performance, and arouses subordinates' level of interest, in order to generate awareness and acceptance of the goals of the group beyond their own self-interests for the overall benefit of the group. In essence, transformational leaders have the legal and ethical responsibility to safeguard the health and safety of their employees by articulating an unambiguous vision for safety, and motivating, fostering, and eliciting safety compliance from their subordinates. But Bakker, Demerouti, Oerlemons, and Sonnentag's (2013) assertion that an employee's overindulgence and self-absorption in work may weaken his or her alertness to danger of workplace hazards suggests that workaholism is linked with safety compliance. Workaholics are overly concerned about work and spend so much energy on work, which may impair their attention to workplace hazards. Three hypotheses were tested 1: Transformational leadership will positively predict safety compliance; 2: Workaholism will negatively predict safety compliance; and 3: The relationship between transformational leadership and safety compliance will be moderated by workaholism. Three hundred and fifty-six health workers (236 females and 120 males), drawn from four hospitals in Enugu state- Nigeria, through convenience sampling technique, participated in the study. Their ages ranged from 20 to 60 years, with a mean age of 30.76 years ( $SD=7.91$ ), and they possess Ordinary National Diploma as the minimum qualification. The questionnaire contains four sections. The first, demographic, elicits information regarding employee's gender, religious affiliation, age, marital status, highest educational qualification, and employment status. The second section contains the 10-item adapted Transformational Leadership sub-scale of the Multifactor Leadership Questionnaire, which was developed by Ismail et al. (2010). The scale assesses the degree to which a supervisor engages in behaviours that are indicative of a transformational leader at work as observed by the subordinates. The original 7-point response format was modified to a 5-point in line with the recommendations of Inness et.al.(2012) and Sheer (2010) to the effect that 5 -point response format ensures a better reasonable response rate because the four dimensions of the instrument are related. The second instrument used to generate data was the Bergen Work Addiction (BWAS) seven- item scale, which was developed by Andreassen et. (2012) and designed to assess one's self-reported tendency to become overly involved at work. The third instrument used in this study was the Compliance with Safety Behaviors (CSB) which was developed by Hayes et.al (1998) and was designed to assess safe or unsafe work behaviors in the workplace. The response format for the three instruments ranged from 1 (Never) to 5 (Always). The instruments were validated among 80 healthcare workers in Federal Neuropsychiatric Hospital Enugu and Cronbach's reliability coefficients of .87, .72, and .82 for AMLQ-TL, BWAS, and CSB, respectively, were obtained. Moderated Hierarchical Multiple Regression Statistic was used to analyze the data. The demographic variables of gender, marital status, employment status, education, and age were entered in step 1 of the regression, and explained 17.3% of the variance in safety compliance. After controlling for demographic variables, the results confirmed the first hypothesis that transformational leadership was a significant positive predictor of safety compliance ( $\beta = .13, p < .01$ ). Similarly, workaholism was found to be a significant positive predictor of safety compliance ( $\beta = .12, p < .05$ ), and not a negative predictor, as hypothesized. The third hypothesis was not confirmed as workaholism failed to moderate the relationship between transformational leadership and safety compliance ( $\beta = .01, p = .86$ ). The implications of the findings were discussed and suggestions for future research were offered.

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