

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter focuses on a theoretical literature framework and empirical study. The main purpose of this chapter is intended to present some theoretical foundations of the research. Referring to the issue, human resource management is considered to have an important role in addressing the problem. Furthermore, this field of study oversaw several aspects in the workplace such as Occupational Health and Safety (OHS). Roger, I., & Flin, P. R. (2011) indicates that OHS is one of safety leadership function keys of senior managers. Therefore, the relationship between human resource management, OHS, and safety leadership are appointed in a coherent order.

In implementing this leadership, self-determination theory, is shown to prove their significant impact on managers to gain employee's positive motivation and intention to perform certain behaviours. Employees' perceptions of safety-related leadership in organizations affect their actions in managing their jobs, engaging in belief restoration. Together with this point, belief restoration is discussed. Belief restoration is one's ability to encourage the recovery from crises. This also helps individuals to assess the condition and plan some measures to restore the safety and security. Hence, this adaptive behaviour will lastly turn into an end of this research framework scheme, safety behaviour. Equally important, this scheme is moderated by perceived susceptibility which has an important role

on the results of worker behaviour which will also be associated with Health Belief Model. These will be discussed in the appropriate section.

Next, empirical research on the relationship between safety leadership and employee safety behaviour will be examined as well. Proposed hypotheses will be discussed in detail in the related pages. A theoretical framework illustrating the relationship between safety leadership, perceived susceptibility, belief restoration, and employee safety behaviour will also be presented.

In an end, this understanding is intended to provide an overview of the underlying issue that occur at the moment.

## **2.1 Human Resource Management**

Safety and health is one aspect of human resource management responsibility. Human Resource Management (HRM) is the policies and procedures used to carry out the "people" including hiring, interviewing, training, evaluating, rewarding, and ensuring a healthy, legal, and fair atmosphere for the company's workers (Dessler, G., 2011). Moreover, other experts describe HRM as a holistic approach to the successful hiring and development of a highly dedicated and skilled workforce in order to meet the company's goals (Armstrong, M., & Taylor, S., 2020). Apart from that, Ordóñez de Pablos, P., and Lytras, M. D. (2008) added that HRM encourages the creation of a dynamic operational capability that drives agile responses to current organizational strategy needs. With this statement, it is concluded that HRM is a field of science that focuses on developing the company's manpower assets to achieve the results of the strategies formulated by the company.

Furthermore, Dessler formulated core pillars of HRM, such as: ethics, management practices, employment, development, compensation, work relations, and occupational health and safety (Dessler, G., 2011).

## **2.2 Occupational Health and Safety**

Based on the transmission of COVID-19, which happens mostly in the workplace, occupational health and safety is directly highlighted and becomes a concern for several scientists. Occupational health and safety is a multidisciplinary field dealing with ensuring the safety, health, and well-being of people involved in job or jobs. The International Labour Organization (ILO) and the World Health Organization (WHO) have shared a concept of occupational health since 1950. The Joint ILO/WHO Committee on Occupational Health approved the concept at its First Session (1950 in Clin, B., Letourneux, M., & Launoy, G., 2008) and amended it at its 12th Session (Geneva, November 1995). This agreement decrees that occupational health should strive to encourage and sustain the highest level of physical, emotional, and social well-being of employees in all occupations; to prevent workers from becoming ill as a result of their working conditions; to protect workers in their workplaces from danger arising from health-harming factors; to place and keep employees in an occupational atmosphere that is appropriate for their physiological and psychological abilities; and to adjust work to the workers and each worker to his or her task (International Labour Organization and World Health Organization, 1995).

As employee health and safety have strong links to human resource management, companies must be able to meet all the needs of employees to gain a

long-term competitive advantage. The objective of occupational health and safety is to prevent all inherent risks, including workplace accidents. This preventive function entails taking steps to change working environments and job organization so that they are as close to the worker's needs as possible (Przyłuska, J., 2006).

Occupational health and safety are necessary, as per Indonesian law number 13 of 2003 in article 86 paragraph 2, to protect laborers' safety and to achieve maximum efficiency as a result of high worker quality. Furthermore, employers are expected to have occupational safety and health plan under law number 1 of 19770, articles 9, 12, and 14. This Act regulates personal protection equipment and requires employers to provide free-of-charge safety equipment to their employees as well as instruction in how to use it. This law is quite relevant to the current state of world health and must be implemented.

Roger, I., & Flin, P. R. (2011) indicates that OHS is one of safety leadership function keys of senior managers. Therefore, the role of safety leadership in implementing work safety will be discussed next

### **2.3 Safety Leadership**

Leadership illustrates the relationships between employees and top management in which leaders play a key role in managing entities or members' accomplishment of goals. Leadership is highly related to safety performance and has been analysed in safety studies (Gracia et al., 2020). The current research primarily explores the effect of comprehensive leadership styles on organizational safety efficiency and disclose the leadership and safety impact on two leadership styles, known as transactional and transformation-based (Zhang, J., et al., 2020).

Clarke (2013) explained that transactional leadership adapted task-oriented leadership which transacts a goal with rewards and benefits for the employee, whereas transformational leadership is more into getting the job done through relationship oriented by coaching and giving visual inspiration. Almost all leadership styles, though, contain certain behavioural elements. As a result, the need for leaders to carry out and promote safety performance during a crisis is particularly vague (Griffin, M.A. and Hu, X., 2013). As a result, some researchers investigate leadership models that follow a safety-focused approach in corporate safety success (Clarke, S., 2013). Safety leadership is one of the roots of the idea of organizational leadership in terms of the relationship between leaders and followers, in which leaders influence the organization and followers adopt corporate safety performance, workplace safety, and organizational safety goals (Wu, 2005).

There have also been numerous studies that indicate a strong correlation between safety leadership and safety performance. Wu, T.C. (2008) from Zhang, J., et al. (2020) wrote that improving safety leadership would contribute to increased safety performance and lowered the unpredictable risk. In describing the idea of a leader, the strategies used by leaders to ensure safety were discussed. Henceforth, risk prevention and mitigation are the specific goal of safety leadership. In like manner, the evaluation of leaders should also rely on the interpersonal impact they achieve.

In His research, Wu (2008) states that safety leadership consists of three components consisting of safety coaching, caring and controlling. However, Lu and Yang (2010) contend that there are additional dimensions involved in safety

leadership, such as safety motivation, policy and concern. From these findings, the authors combined and included four dimensions of safety leadership to be investigated, namely, safety coaching, caring, motivation and control. Safety coaching is when a leader promotes follower's safety actions through role modelling, decision-making engagement, emotional encouragement and opinion sharing. Safety caring is when leaders support and trust the employees, care for their needs, understand their problems and provide sufficient safety-related resources. These two aspects are the aspects that underlie the characteristics of transformational leadership. Transactional leadership, on the other hand, underpins facets of safety motivation and control. Safety motivation is when a leader develops an incentive and reward system to foster employee safety behaviour. Safety control is when a leader uses authority to correct deviant behaviour, set safety guidelines and behavioural norms, and track employee safety behaviour in ensuring corporate safety performance (Lu and Yang, 2010; Wu, 2008).

Together with safety leadership, workers will feel safer and will certainly ease the issues raised in this study. Furthermore, safety leadership engages in and sustains activities that assist others in achieving company's safety objectives. Positive intrinsic motivation and behaviour have a supporting role in achieving the implementation of occupational health and safety. In implementing this trait, self-determination theory has significant impact on managers to gain employee's positive motivation and intention to perform certain behaviours. Therefore, this major theory will now be discussed.

## 2.4 Self-determination Theory

Self-determination theory (SDT), as proposed by Deci and Ryan (2017), is an organismic-empirical-based metatheory of human behaviour and personality development. This theory demonstrates efficacy in predicting motivated behaviour in various contexts, populations, and for a variety of behaviours. It also focuses on the psychological traits of humans in social contexts that differentiate autonomous and controlled motivations. In another literature, Deci and Ryan (1985a, 1985b) in Zhang, J., et al. (2020), added that both of these motivations are behavioural determinants that reflect the self-determined and non-self-determined behaviour of individuals. With these concepts in mind, this study has a predisposition regarding growth and innate psychological needs which are the basis for the integration of self-motivation and personality, as well as for conditions that promote positive processes.

Deci and Ryan also strive to underline that this specifically pays attention on how social contextual factors support or otherwise thwart self-determination growth and development through self-satisfaction in fulfilling their three basic psychological needs such as autonomy, competence, and relatedness. It refers to the willingness or determination of each individual. Although this theory is based on psychological factors, SDT also pays attention to biological factors and puts oneself in an evolutionary perspective (2017). Furthermore, Self-determination theory focuses on social conditions that affect and / or hinder human development. This theory examines how biological, social, and cultural conditions affect the development of human psychology, engagement, and wellbeing. SDT research is



conducted critically to be able to investigate several factors that are considered important, such as the intrinsic development of each individual and how they socialize among others (Deci and Ryan, 2017).

As a supporting detail, other experts also added that individual's behaviour is based on a complete comprehension of self-intrinsic motivation and external knowledge about the environment (Gagné and Deci, 2005 in Zhang J., 2020). The theory implied that people tend to be motivated by a need to grow and gain personal accomplishment in a specific environmental condition.

In addition, people become self-determined and are more likely to enjoy sharing their knowledge when their basic psychological needs are met (Gagné, M., 2009 in Coun et al., 2019). For this reason, SDT is considered as a useful theoretical lens and has been extensively used to analyse the self-determination and psychological mediation processes focusing on employee work behaviour as well as employee information sharing in organisational leadership strategies (Coun et al., 2019).

To date, this concept has gained in popularity in the fields of safety and crises as a researcher, Wang, created a theoretical model to investigate the processes by which different forms of motivation (autonomous and controlled) contributed to various crisis engagement behaviours in social network services during the Ya'an earthquake (2014).



Relating to the current situation and safety leadership, this will become a suitable background to see how intrinsic motivation and the environmental conditions are to employees in achieving belief restoration and safety behaviour.

## **2.5 Belief Restoration**

Employees' common psychological states and emotional reactions during a crisis, such as COVID-19, are represented by belief restoration (Zhang, J., Xie, C., & Morrison, A. M. (2021). Correspondingly, the employee would be able to remain on track physically and emotionally once their beliefs are restored.

Ajzen, I. (1991) in Zhang, J., et al. (2020) explained that belief restoration is the community's estimation and assessment whether the organization is able to plan and carry out the necessary measures during the crisis to restore the safety and security of the workplaces. Hobfoll, S. E. (1991) added that employees with high belief restoration have better access to other resources and are more resistant to the threat of resource loss triggered by emergency situations, according to the value-added spiral effect. To stimulate the belief restoration, managers can instil good values that can be started from oneself, such as self-belief.

Self-belief refers to the evaluation of one's emotions, thoughts and ability to coordinate and execute a series of prescribed activities to address possible situations (Zhang, J., et al., 2020). The self-belief of individual relative to behavioural goals. This influences behaviours, subjective norms and perceived behavioural control, as well as further determining behavioural goals related to some unique scenarios. People with stronger restorative beliefs have more intent

during a crisis to return to pre-crisis situations. In addition, people should pursue "role extension" in crisis situations and implement pro-social and adaptive behaviours (such as protective behaviours) to encourage the recovery from crises within their company. Employees with deep restorative beliefs are also better prepared to embrace security actions during emergencies (LiuLastres, B., et al., 2019)

As belief restoration is one's ability to encourage the recovery from crises, it helps individuals to assess the condition and plan some measures to restore the safety and security. Hence, this adaptive behaviour will lastly turn into safety behaviour.

## **2.6 Safety Behaviour**

In cognitive models, the idea of safety behaviours was developed in the late 1980s and early 1990s. Safety behaviour, according to the Oxford Group in 1999, are meant to avert catastrophe, and these responses have the secondary benefit of avoiding the disconfirmation that would otherwise occur. Aside from that, safety behaviours are described in relation to intended purpose and the consequence (Thwaites, R., & Freeston, M. H., 2005). During a crisis, Salkovskis, Clark, and Gelder (1996) defined three forms of safety behaviour: "direct avoidance" of circumstances, "escape" from problems, and "subtle avoidance" of the stress situation. Inner mechanisms or cognitive mechanisms are examples of safety behaviours (Clark, D. M., 1999).

Neal and Griffin (2006) introduced a two-factor safety behaviour model that included both safety compliance and safety participation. Safety compliance refers to conduct that complies with institutional standards, job obligations, and specific mission requirements, while safety participation is proactive behaviour that leads to the creation of a safe environment. (Newaz et al., 2019; Smith et al., 2019). However, due to the threats posed by a variety of external and internal factors, hospitality businesses face a wide range of dynamic safety concerns (Kubickova et al., 2019; Liu-Lastres et al., 2019; Lugosi, 2019). To ensure safety, hotel managers and workers must become more adaptable, resilient, and innovative in dealing with threats and problems. As a result, safety adaptation is a valuable complement to the two-factor concept of safety behaviour, which outlines employee behaviours including introducing innovative safety solutions, discovering new safety tactics, and actively resolving safety issues. (Chen and Chen, 2014; Leischnig and Kasper-Brauer, 2015).

To obtain more varied results, the moderating effect to strengthen or weaken the relationship between the variables mentioned previously was added. The scheme of this framework is added to the moderating effect of perceived risk as the main problem. Thus, the perceived risk will be discussed next.

## **2.7 Perceived Risk**

Risk is defined as an uncertain possible threat, loss or damage (Reisinger, Y., 2005). Another researcher, Lemos, F. (2020), added that the uncertainty or volatility of risk is not measurable. There are at least three concepts of risk:

1. Risk is an unpredictable possibility of incidents with a notable effect on the consequences, such as a result of exposure unknown and unexpected situation when following goals.
2. Risk is ontological ambiguity, the hidden unknown.
3. Risk is the understanding of anticipated utility, as how risk is viewed individually and socially amplified influences its expertise

As a result, a consensus has emerged about how to evaluate perceived risk from the standpoints of susceptibility (Huang, X., et al., 2020). In the hospitality industry, perceived risk represents employee perceptions of internal and external threats, as well as the risk situation of the hotel where they work, as well as subjective evaluations of the objective risk environment and risk information (Xie et al., 2020)

Meticulously, Rimal, R.N. and Real, K., (2003) in Zhang, J., et al. (2020) explained that perceived risk refers to individual's subjective assessment of the likelihood of personal disadvantages that will be caused by risk events and the evaluation of the severity effect of risk events. The perceived risk in hospitality industry represents community's evaluation on the internal and external threats and the state of risk of the hotel in which they serve, as well as subjective evaluations of the realistic risk evaluations and risk knowledge (Xie, C. et al., 2020). A consensus has therefore been formed to determined perceived risk from the perspective susceptibility.

## 2.8 Hypothesis Development

Earlier this year, there was a significant drop in customer demand over the hospitality industry, particularly hotels, was indicated. It was caused by the emergence of a world-class crisis, COVID-19, which has triggered a shift in customer behaviour. Having looked through the effect of COVID-19 infection, many customers have paranoia for doing dine-in, traveling, and/or staying at hotels.

In responding to the shifts in customer behaviour, fully-fledged safety leadership is considered very important. Safety leadership can be performed by implementing a strategy that focuses on security, namely by implementing and developing existing health protocols per prevailing circumstances. Managers must be able to be a role model for employees in estimation and assessment of whether the organization can plan and carry out the necessary measures during the crisis to restore the safety and security of the workplaces. Safety leadership tends to be supportive, and improves positive mental and emotional commitment to leaders. In addition, it motivates employees to adopt safe practices to uphold safety at workplace.

According to social exchange theory, if someone provides support, resources, and benefits for others, then, the recipient must pay back to achieve mutual benefits. In the workplace, supportive action by the leader for employees may compel them, employees, to reciprocate through positive work behaviour (Zhang, J., et al., 2020). Bandura, A. (1977) in Zhang, J., et al. (2020) supported that the theory of social learning states that individuals learn things by imitating role models' attitudes, thoughts and behaviours. Leaders set the tone in

organizations and followers are keen to learn and imitate leadership behaviours. Safety leaders assign priority to safety concerns at work and optimize the efficiency of organizational safety through guidance, treatment, control and assistance. Their safety-oriented policies and processes motivate the safety actions of employees. With an in-depth understanding of safety leadership, belief restoration will show a significant positive effect among the workers. Therefore, safety leadership is considered very important to be re-appointed post-covid period in the world of hospitality through implementing and retaining high level of safety leadership strategies and safety operational standards.

In the light of the sequence mentioned, safety leadership performed by the hotel manager will contribute to the positive effect in employee's belief restoration and safety behaviour in which to plan and carry out the necessary measures during the crisis to restore the safety and security of the workplaces by implementing a set of safety behaviour. Thus, it was proposed that:

***Hypothesis 1.*** Hotel safety leadership have positive impact on employee safety behaviour during the COVID 19 pandemic.

Belief restoration, when coupled with Self-determination Theory, represents internal motivation during crisis situations. Safety leadership is a stimulant of internal motivation (Deci, E.L. and Ryan, R.M., 1985a).

In safety leadership, every way of leadership has specific characteristics and orientation in achieving its goals. Relationship-oriented leadership practices such as safety coaching and caring have motivational components such as embedding

ideals and motivating vision, resulting in autonomous motivation. On the other hand, safety motivation and control are task-oriented leadership techniques that result in control motivation through the use of incentives, penalties, and organizational norms (Zhang, J., et al., 2020).

Crises can deplete valuable employee resources (Guo et al., 2019). Employee belief restoration, as an important intrinsic psychological asset, can keep workers from slipping into a cycle of resource loss, as well as ensuring that they can deal with pressures and produce resource increments (Hobfoll, 1989). Therefore, belief restoration is an important motivational and psychological variable that supports the impact of safety leadership on employee safety behaviour. The psychological mediation process of belief restoration in organizational leadership and leadership effectiveness has attracted research attention. Therefore, it is proposed that:

***Hypothesis 2.*** Belief restoration mediate hotel safety leadership and employee safety behaviour

To survive in this pandemic outbreak, specific actions such as health protocols must be carried out by all members within the hotel. However, there are some environmental variables risks and objective perceptual factors that will be faced during and/or post crisis. Moreover, it controls the relationship between organizational leadership, employee beliefs and safety behaviour. With this knowledge of perceived risks arising, top management and employees will evaluate



and implement the belief restoration on how to solve or minimize the perceived risks themselves.

Coupled with the implementation of the Health Belief Model, as the mother's framework for perceived susceptibility, it will trigger the influence of safety leadership on belief restoration. As a supporting detail, Jones, C.L. (2015) implied that the Health Belief Model helps to forecast health-related behaviour in terms of certain beliefs and will achieve optimum behaviour change if perceived barriers, benefits, self-efficacy, and threat are effectively targeted.

However, previous research found that high levels of fear made the relationship between safety leadership and safety behaviour less effective, and vice versa (Zhang, J., et al., 2020). The role of moderation, the contradictory relationship, occurs in this case. Hence, the perceived susceptibility, subjective assessment of risk of developing a health problem, that emerge during the crisis will have a positive impact and negatively moderate the influence of safety behaviour and safety behaviour if it is targeted effectively. Thus, it was proposed that:

***Hypothesis 3.*** Perceived susceptibility negatively moderate safety leadership and safety behaviour

This study proposes that perceived risk moderates the relationship between "safety leadership – belief restoration – safety behaviour," implying that the mediation effect is moderated by employees' perceived risk. Along these lines, safety leadership that promotes employee belief restoration and safety behaviour in

high-risk perceptual scenarios is far more complex than in low-risk perceptual scenarios. Thus, it was proposed that:

**Hypothesis 4.** Perceived susceptibility negatively moderates the mediation effect of safety leadership – belief restoration – safety behaviour

## 2.11 Theoretical Framework

The above-mentioned theories have been used to model the relationship between safety leadership, perceived susceptibility, belief restoration, and safety behaviour. Figure 2 shows a schematic representation of the relationships between these variables.

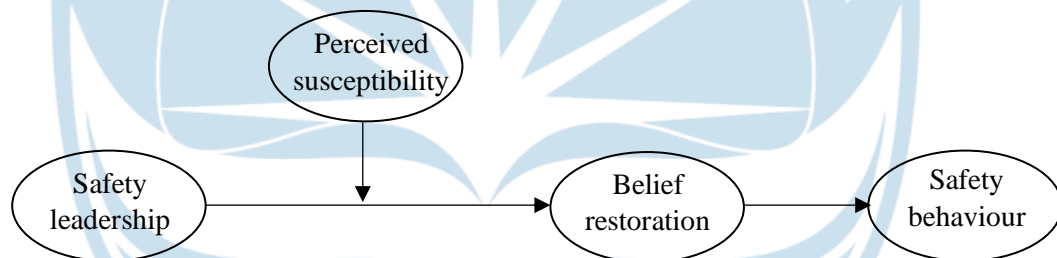


Figure 1 Adjusted Research Model

The theoretical framework outlined above begins with safety leadership. In this case, safety leadership is an independent variable. After that, belief restoration serves as a mediator, mediating the interaction between safety leadership and safety behaviour. This chart ends on the right side for safety behaviour. Finally, perceived susceptibility acts as moderators at the upper part of the graph, moderating the interaction between safety leadership and belief restoration.

## 2.10 Concluding Remarks

This chapter provides a review of relevant literature and empirical studies in respect of the four constructs used in this study, namely safety leadership, belief restoration, safety behaviour, and perceived susceptibility. From this review, it can be concluded that empirical studies have confirmed the logic of the causal effects that will occur when safety leadership is applied.

In a brief, safety leadership helps to improve safety performance and reduce unexpected risk. The hotel manager's safety leadership, together with Self-determination Theory and Planned Behaviour Theory, will contribute to the beneficial impact on employee belief restoration. The psychological mediation process factor observed in this situation, which is mediated by belief restoration, improves the effectiveness of the event of safety behaviour among workers. Surprisingly, Health Belief Model was found as a core of perceived susceptibility. Hence, this is believed to be able to trigger the influence of safety leadership on belief restoration and safety behaviour.