



Management Fairness + Safety Priority = Improved Safety Performance

Interactive effects of leader justice and support for safety on safety performance

Benjamin R. Kaufman, Konstantin P. Cigularov, Peter Chen, Krista Hoffmeister, Alyssa M. Gibbons, Stefanie K. Johnson. Journal of Organizational Effectiveness: People and Performance, 2014.

Overview

Researchers sought to learn if perceived leader fairness and leader safety priorities were associated with improved employee safety performance, and how the two factors interacted. The researchers surveyed two samples of construction workers, asking them about fairness and safety priorities exhibited by their supervisors and about safety performance on the jobsite.

Key Findings

- Organizations may improve safety by hiring and promoting leaders who demonstrate a disposition toward treating their employees fairly, and by training leaders to inform employees about issues, policies and problems accurately and in a timely manner.
- Leader fairness may not in itself be enough to encourage safe behaviors where safety may compete with production goals. However, by exhibiting strong support for safety, leaders can augment the effect of their fair treatment on employee safety performance.
- Firms may be able to extend the reach of general leadership development programs into the safety realm by training leaders to actively and verbally support safety.

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See abstract:

<http://bit.ly/1SCAOeY>

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