The influence of a Safety Specific Transformational Leadership style and Multicultural Personality of the Leader on the Safety Awareness of members of Multicultural teams in Dutch established Organizations
Bachelorthesis Communication and Information Studies

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Abstract

Because the world is globalising rapidly, more multicultural teams are formed within both multinational and regional organisations. This means that both leaders and subordinates will be confronted with cultural differences in interpretation of instructions, preferences for certain leadership styles and behavior when it comes to safety on the work floor. In order to gain insight in the influence of safety specific transformational leadership style and multicultural personality of the leaders on the safety awareness of members of multicultural teams within Dutch established organisations, a questionnaire was conducted and handed out to members of multicultural teams within ten Dutch established organisations. The data, collected from 194 participants, was used for a multiple regression analysis. This analysis showed that the variable 'Safety specific transformational leadership' was a significant predictor for the variable 'Safety awareness'. The variable 'Multicultural personality', however, was not. These results were used to answer the following research question: "*Do safety specific transformational leadership and multicultural personality of the leader influence the safety awareness of members of multicultural teams within a Dutch established organisation, focussed on production of goods?".* The significant result of the influence of safety specific transformational leadership might mean that when a leader specifies the importance of safety in a transformational style, his subordinates in a multicultural team might better understand this importance. The fact that the multicultural personality of the leader did not have a significant effect, may mean that a leader does not have to adapt him- or herself to the cultures within his or her team in order for them to have a higher level of safety awareness.

Introduction

Globalisation causes a growing number of teams within organisations to be multicultural, meaning that team members have at least one parent that was not born within the borders of the country where the organisation is situated. Lazear (1999) puts it as "The idea is that a global firm is a multi-cultural team." (Lazear, 1999).

Along with the more frequent occurrence of multicultural teams, one can expect problems with dealing with several cultural backgrounds to rise. Research to this phenomenon has been done more than once. "A great deal of cross-cultural investigation into organizational processes is anchored in the belief that behavior in organizations is culture-specific"(Culpepper, Stephen, & Watts, 1999).

When having the behavior of several employees within one team, who operate from a wide range of beliefs and cultural backgrounds, leadership can become a challenge. In order to be able to offer leadership fit for the teams subordinate to a leader, cultural competence is a recommended characteristic for a potential leader to have. "In short someone with some degree of intercultural competence is someone who is able to see relationships between different cultures - both internal and external to a society - and is able to mediate, that is interpret, each in terms of the other, either for themselves or for other people."(Byram, 1997).

Not only is intercultural competence favorable, but finding a leadership style that stimulates the team and provides the team with the opportunities to maximise their job satisfaction is important as well. There are two types of leadership styles; Transformational Leadership and Transactional Leadership. "Transformational leadership focuses on the followers, motivates them to achieve a higher performance level and helps develop the leader within each individual."(Kendrick, 2011). This type of leadership involves the following factors according to Kendrick (2011): idealised influence, inspirational motivation, intellectual stimulation and individual consideration. These factors may well serve the subordinates of leaders implementing this style to interpret the leadership according to their culture.
Vito, Higgins, & Denney (2014) state that Burns (1978) idea of transactional leadership has its roots in the social psychological social exchange theory. This form of leadership relies on the reciprocal and deterministic relationship between a leader and their subordinate or multiple subordinates.

According to Hofstede (1980), culture is a collective programming of the mind that each individual carries. This programming is thought to be the cause of both behavior and interpretation of the behavior of others. This is relevant for organisational science with focus on leadership, as leadership is behavior that will be interpreted. This is of importance, as in a multicultural team, individual interpretation will differ per employee and thus the style of leadership may possibly have a different effect on a multicultural team than when used in a monocultural team. This could affect the job involvement of the team members and their safety awareness.
Not only does a form of transformational leadership positively affect job involvement, according to de Koster, Stam, & Balk (2011), it also positively influences safety performance. They found in their study to what factors influence the number of accidents that have occurred in the past three and a half years in 78 Dutch warehouses, that Safety Specific Transformational Leadership affects safety performance directly. Along with that, Safety Specific Transformational Leadership strongly predicts safety performance, even after controlling for the effects of Hazardous Reducing Systems. These findings are supported by Micheal O'toole. O'toole (2002) studied the problem of organisations

struggling with a limited amount of resources for reduction of injuries and the importance of safety culture on safety awareness of employees within an organisation. He concluded that the results of this preliminary study suggest that where management's commitment to safety is clearly demonstrated through action, employees' perceptions of the safety management process have been positively influenced. Along with that change in perception, there appears to be a strong causal relationship with a reduction of injury rates. These results, however, were not found within specifically monocultural or multicultural teams within a multinational organisation. Starren, Hornikx, & Luijters (2013), however, did study safety awareness of multicultural teams within multinational organisations. Their study was more focused on the lower executive part of organisations, where teams often consist of people with different cultural backgrounds. They examined how national culture may play a role in important antecedents of safety behaviour. They gave recommendations based on theoretical research. Regarding safety knowledge, they found the following; "In sum, safety knowledge is related to risk perception, which may be altered with evidence, pictograms, and training. Research illustrates that the effects of these instruments may be different depending on the cultural backgrounds of the receivers of the instruments."(Starren, Hornikx & Luijters, 2013). Not only the choice and use of instruments was covered, also the point of giving information about risky situations was researched and the conclusion was "Providing information about risky situations may be a successful strategy in altering workers' perceptions of risks."(Starren, Hornikx & Luijters, 2013). In conclusion, they believe that safety research should focus on developing tools to measure national culture on the level of the individual. On the other hand, interactions with employees should be stimulated, so that organisations start to better understand why employees behave differently. Gudykunst & Nishida(2001) studied the effect of anxiety and uncertainty on perceived effectiveness of communication and examined the participants in two relationships and two cultures. The results indicate that there is a moderate, negative relationship between anxiety and attributional confidence across relationships and cultures. The results also reveal that anxiety negatively predicts perceived effectiveness and attributional confidence positively predicts perceived effectiveness across relationships and cultures.

With the information of all studies mentioned, there could be said that there seems to be a gap in the academic field when it comes to actual connection between the lower executive departments of a company and the leading management departments of multicultural teams within Dutch multinational organisations when it comes to both safety awareness of the lower executive departments and the leadership style of the management.

The knowledge of these facts could tribute to improve the management in Dutch multinational organisations when it comes to the safety awareness and job involvement of their executive departments and to create awareness of the influence of leadership on the safety awareness, based on whether the team is monocultural or multicultural.

In the academic field, the knowledge could support research on multicultural teams in relation to their leaders and their leadership style and how leadership affects different aspects of the work ethics of their subordinates.

In order to discover this connection, this study will be based on answering the following research question:

Do safety specific transformational leadership and multicultural personality of the leader influence the safety awareness of members of multicultural teams within a Dutch established organisation, focussed on production of goods?

To support the main research question, the following sub questions are to be answered:
1: Does safety specific transformational leadership influence safety awareness of members of multicultural teams in a Dutch established organisation?
2: How high are the levels of safety awareness of members of multicultural teams in a Dutch established organisation?
3: Does the multicultural personality of the leader influence the safety awareness of members of multicultural teams in a Dutch established organisation?

Method

Instrumentation

In the questionnaire used for this study, two independent variables were measured: Safety Specific Transformational Leadership and Multicultural Personality. One dependent variable was measured: Safety Awareness. For the first variable measure in this study, safety awareness, the participants' knowledge and awareness about the risks of their work, the safety regulations, the people they have to address in case of emergency and the protocols for incidents was measured. This variable was measured with seven items by use of the items of de Koster, Balk & Stam (2011). The series for this variable consisted of the following items; 'I know what to do when a dangerous situation occurs.', 'I know where to report safety risks (such as loose screws).', 'I know what to do if I get injured during the workday.', 'I know what safety clothing or equipment is required to be allowed to perform my work.', 'I am aware of the safety risks that come with my job.', 'I know where the fire extinguishers are in my work environment.' and 'I know what requisites/equipment I need in order to safely perform specific tasks.'. For all items, seven-point Likert scales (Hoeken, Hornikx & Hustinx, 2012) were used, with '1' as highest level of agreement with the statement and '7' as highest level of disagreement with the statement. For each of the items, the number that represented the lowest level of agreement (number 1) was placed on the left side of the scale and the number that represented the highest level of agreement (number 7) was placed on the right side of the scale. For the second variable, safety specific transformational leadership, the behavior of the leader of the team was measured when it came to the level of safety orientation within a transformational leadership style towards their subordinate. This variable was measured with ten items by the use of the items of Korzilius, van Hooft, Planken & Hendrix (2011). The series for this variable consisted of the following items; 'My manager puts a lot of effort in preserving a safe work environment.', 'My manager shows to be involved in having a safe work environment.', 'My manager expresses his/her opinion about the importance of a safe work environment.', 'My manager is a proper example when it comes to following safety regulations and working safe.', 'My manager motivates us to perform our work safely.', 'My manager comes up with ideas to make the work even safer.', 'My manager appreciates it when I come up with ideas to perform the work safer.', 'My manager takes the time to show me how I can perform my work the safest way.', 'My manager listens to my complaints and/or questions about safety when I have them.' and 'My manager rewards us when we have performed our job according to the safety regulations.'. For all items, seven-point Likert scales (Hoeken, Hornikx & Hustinx, 2012) were used, with '1' as highest level of agreement with the statement and '7' as highest level of disagreement with the statement. For each of the items, the number that represented the lowest level of agreement (number 1) was placed on the left side of the scale and the number that represented the highest level of agreement (number 7) was placed on the right side of the scale.

 For the third variable, multicultural personality, the influences of the culture of the participants were measured. This was done by the use of five subcategories, being: Openmindedness, flexibility, social initiative, cultural empathy and emotional stability. This variable was measured with eighteen items by the use of the items of Oudenhoven & van der Zee (2002). The series for this variable consisted of the following items; 'My manager is open for changes.', 'My manager avoids adventure.', 'My manager works mostly according to a strict scheme.', 'My manager feels uncomfortable in a different culture.', 'My manager is interested in a lot.', 'My manager gets involved in other cultures.', 'My manager seeks contact with people from a different background.', 'When in a group, my

manager often takes initiative.', 'My manager is inclined to speak out.', 'My manager often is the driving force behind things.', 'My manager easily approaches other people.', 'My manager easily understands other people's feelings.', 'My manager notices when someone is in trouble.', 'My manager has problems assessing relationships.', 'My manager takes other people´s habits into consideration.', 'My manager stays calm in unexpected situations.', 'My manager can put setbacks in perspective.', 'My manager takes it for granted that things will turn out right.'. For all items, seven-point Likert scales (Hoeken, Hornikx & Hustinx, 2012) were used, with '1' as highest level of agreement with the statement and '7' as highest level of disagreement with the statement. For each of the items, the number that represented the lowest level of agreement (number 1) was placed on the left side of the scale and the number that represented the highest level of agreement (number 7) was placed on the right side of the scale.

In the questionnaire, more variables have been measured. These variables were not used for analysis and conclusion.

To measure the reliability of the items for each of the variables, a Cronbach's alpha was calculated for the series of items for each variable. The first part of questionnaire was designed to measure the variable 'Safety awareness' and consisted of seven items. The Cronbach's alpha of this series of items in was α = .84. This means that the reliability of this series of items was good.

The second part of the questionnaire was designed to measure the variable 'Safety Specific Transformational Leadership' and consisted of ten items. The Cronbach's alpha of this series of items was   α = .89. This means that the reliability of this series of items was good.

The third part of questionnaire was designed to measure the variable 'Multicultural Personality Questionnaire' and consisted of eighteen items. The Cronbach's alpha of this series of items in was α = .86. This means that the reliability of this series of items was good.

Procedure and participants
This survey was only designed to be completed on paper by the respondents. The participants were asked to complete the questionnaire on their workplace by either the researcher or the leader of the participant to whom the surveys were handed out in order to spread them around their teams. The participants were randomly selected by their leaders and those leaders were being given the power to decide to whom they would hand out the questionnaires. Potential participants that were selected by their subordinates could choose themselves whether to participate, anonymously. The participants had been selected by their background and their place in the corporate hierarchy. The participants had to be part of a multicultural team. A multicultural team, in this study, was a team in which at least two team members were not born in the Netherlands. They also had to perform their work on the lowest layer of the corporate hierarchical pyramid. They were not allowed to have subordinates themselves. The location that was selected for the respondents to be given the questionnaire, was their own work floor. The questionnaire could only be completed when the respondent had the questionnaire on paper. The participants were able to complete the questionnaire at any location they preferred, under the only condition that is had been completed by the time the researcher would come to recollect the questionnaires. The most important restriction of this experiment was the fact that it was impossible to control whether or not participants would discuss the questionnaire with each other and give answers they together regarded as most suitable. This would bring risk to the validity of the results. As the respondents were asked to complete the questionnaire independently, without the supervision of a researcher, this lack of control occurred. The total number of respondents was 194. The most frequent level of education was 'High school'

and the levels of education ranged from 'Primary school' to 'Higher education/University'. The age of the participants ranged from 26 to 60 (M = 38.11, SD = 11.81). Both male and female participants participated in this research. 53 (27,8%) participants were female and 141 participants were male. The participants had several nationalities, being; Dutch (107 participants), German (4 participants), Romanian (4 participants), Polish (65 participants) and Other (12 participants).

The respondents have been collected at ten different multinational organisations. These organisations were; Vorm Bouw B.V., CEVA Logistics Wijchen, DK Staal B.V., Aardbeienkwekerij Vermeulen, Copaco, Dachser Netherlands B.V., HS Coldstores, Besta, Loeffen and a company that wished to remain unmentioned in this study.

Statistical treatment
To measure the influence of safety specific transformational leadership style of the leader and the cultural background of the participants on the safety awareness of the participants, a regression analysis was conducted. For the reliability of the scales, a Cronbach's alpha was calculated.

Results

As can been seen in Table 1, the results of the 7-point Likert scales for all variables differed. The results of the statistical treatment per variable, which are: Multicultural personality, safety awareness and safety specific transformational leadership, are presented in Table 1 as well.

Table 1: overview of results of Multicultural personality, Safety specific transformational leadership and Safety awareness (unless being stated differently, the average has been based on *n* = 194) (1 = most negative; 7 = most positive)

Variable	Mean	*n*	*SD*
Multicultural personality	4.48	193	0.96
Safety specific transformational leadership	5.45	195	1.09
Safety awareness	6.21	196	0.85

Table 1 presents the mean, standard deviation and number of participants for Multicultural personality, Safety awareness and Safety specific transformational leadership. The results for Safety awareness answer research sub question two: 'How high are the levels of safety awareness of multicultural teams?'.

A multiple regression analysis showed that the Safety awareness of multicultural teams can be explained for 5% by the used variables ($F_{(2, 190)}$ = 6.51, *p* = 0.02). Multicultural personality did not turn out to be a significant predictor for safety awareness (β = -.08, p = .303). Safety specific transformational leadership, however, turned out to be a significant predictor for safety awareness (β = .26, p < .001).

Table 4: regression analysis of the variables that predict the safety awareness of multicultural teams (*N* = 194)

Variable	*B*	*SE B*	β
Multicultural personality	-.67	.37	-.08
Safety specific transformational leadership	.25	.07	.26
R2	.05		
F	6.51		

These results answer research sub question one and three: 'Does safety specific transformational leadership influence safety awareness of multicultural teams? 'and 'Does the multicultural personality of the leader influence the safety awareness of multicultural teams?'

Conclusion

In this study, the effects of multicultural personality of leaders and safety specific transformational leadership on the safety awareness of members of multicultural teams working in an organisation established in the Netherlands were researched. When conducting a multiple regression analysis, a significant effect of the influence of both variables multicultural personality and safety specific transformational leadership style showed. From these results could be concluded that safety specific transformational leadership has an influence on the safety awareness of members of a multicultural team within a Dutch established organisation. It could also be concluded that multicultural personality does not have an influence on the safety awareness of members of a multicultural team in a Dutch established organisation.

The answers to research sub question one, 'Does safety specific transformational leadership influences safety awareness of members of multicultural teams in Dutch established organisations?' is: Safety specific transformational leadership influences safety awareness of members of multicultural teams in Dutch established organisations.

The answer to research sub question two, 'How high are the levels of safety awareness of members of multicultural teams in a Dutch established organisation.' Is: The level of safety awareness of members of multicultural teams in a Dutch established organisation has an average of (M = 6.21, SD = .96) of the possible 7, with seven being the highest level of safety awareness. The level of safety awareness of members of multicultural teams within Dutch established organisations can therefore be seen as high.

The answer to sub question three, 'Does the multicultural personality of the leader influence the safety awareness of members of multicultural teams in a Dutch established organisation?' is: The multicultural personality of the leader does not influence the safety awareness of member of multicultural teams within Dutch established organisations. The answer to the research question, 'Do safety specific transformational leadership and multicultural personality of the leader influence the safety awareness of members of multicultural teams within a Dutch established organisation, focussed on production of goods?' is: Safety specific transformational leadership and multicultural personality of the leader are possible significant predictors of Safety Awareness of members of multicultural teams in Dutch established organisations. Safety specific transformational leadership influences safety awareness of members of multicultural teams within a Dutch established organisation independently, while multicultural personality does not.

Discussion

This study provides insight in the effects of safety specific transformational leadership and multicultural personality of the leaders on safety awareness of members of multicultural teams within Dutch established organisations. One significant difference was found. This was found when a multiple regression analysis was conducted to see the combined influence of safety specific transformational leadership style and multicultural personality on safety awareness of members of multicultural teams within Dutch established organisations. The shown influence of safety specific transformational leadership is in accordance with the theory of de Koster, Stam, & Balk (2011), as they state that a higher safety specific leadership style positively influences safety performance. O'toole supports these finding too with his statement that where management's commitment to safety is clearly demonstrated through action, employees' perceptions of the safety management process have been positively influenced. Kendrick (2011) states that transformational leadership focuses on the followers, motivates them to achieve a higher performance level and helps develop the leader within each individual. This might explain why such leadership style with specification on safety has a positive influence on the safety awareness of members of multicultural teams. What the results of this study also support is the statement of Starren, Hornikx & Luijters (2013) that safety knowledge is related to risk perception, which may be altered with evidence, pictograms, and training. Research illustrates that the effects of these instruments may be different depending on the cultural backgrounds of the receivers of the instruments. According to this statement, a high level of multicultural personality of a safety specific transformational leader should have a positive influence of the safety knowledge of the members of multicultural teams as these leaders are likely to adapt their safety instruments to the background of the receivers of the regulations and prescriptions.

The significant result of the influence of safety specific transformational leadership might mean that when a leader specifies the importance of safety in a transformational style, his subordinates in a multicultural team might better understand this importance. The fact that along with the safety specific transformational leadership style, multicultural personality had a positive influence, might be because members of a multicultural team are being explained the importance and regulations of safety according to the perceptions of their own cultural background. They simply can understand the explanations better because they are being adapted to them.

The results of this study can be explained by the fact that the questionnaire was conducted out of parts of studies earlier mentioned. Therefore, the questionnaire existed of valid items and was reliable. However, the use of the questionnaire was not as effective as might have been expected. By handing in the questionnaires to the leaders of the teams, the number of participants was not as high as expected. The leaders gave an expected number of participants at each hand out moment and none of these expected numbers were met by far. By asking potential participants to complete the questionnaires during their workday, or more specifically, their afternoon break, the potential participants often decided not to want to use their free time to complete a questionnaire. When the survey had been an online survey, it could have been completed anywhere at any time without having to worry about the handing in as this could simply be done online. This would also have saved time to find more participants, as now a lot of planning had to be done when to hand out the questionnaires and take them back in. Organisations that did have suitable potential participants had to decline our request for participation in this study, as they did not have time to hand out questionnaires or required a safety screening of whomever pleased to enter the organisation physically.

This study only researched the safety awareness of members of multicultural teams in Dutch established organisations. More research on this subject could be done among members of teams within multinational organisations, both established in the Netherlands or not. This would provide a larger sample of participants and would give a better view of multicultural work environments. 'Cultural background of the leader' might be another variable that could be used of research on this subject.

The results of the studies were similar to the results of this study. However, none of these studies mentioned in the theory, studied the effect of both multicultural personality and safety specific transformational leadership at the same time. Therefore, this study contributes to scientific research in the area of safety awareness of members of multicultural teams.

Another recommendation for research would be a same sort analysis as was used in this study, of the perception of their leadership style of leaders of multicultural teams and the perception of the leadership style of the members of multicultural teams, in order to discover the cohesion between the perceptions and the influence of the leadership style on the safety awareness of the members of multicultural teams.

This study has provided insight into the influence of both multicultural personality and safety specific transformational leadership on the safety awareness of members of multicultural teams within a Dutch established organisation. It contributes to and provides insight into theories about the importance of cultural adaptation and insight and the style of leadership when it comes to safety on the work floor of multicultural teams. This insight can be used to advise leaders throughout the Netherlands that lead multicultural teams and to give members of multicultural teams in Dutch established organisations insight in why they are or are not as involved with safety on the work floor as should. It can also be used to adapt standard safety regulations and the use of instrument to clarify safety regulations and measures. This study contributes to a safer work environment for many workers in multicultural teams in Dutch established organisations and can support research to gain more knowledge about safety in order to keep improvement in safety situations continuous.

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Appendices

Appendix 1: The questionnaire handed out to the participants in English.

Dear participant,

This questionnaire is part of a research project about multilingualism at the workplace and the risks that are related to that. Closely read the questions before you give an answer. The questionnaire is completely anonymous and the answers will only be used for this research project. Filling in the questionnaire will take about 15 minutes. If you have any questions or if you would like to have the questionnaire in Dutch, German or another language, feel free to ask.

To what extent do you agree with the following statements, based on your own work environment? (1 = I absolutely disagree, 7 = I absolutely agree). Encircle you answers.

1.	I know what to do when a dangerous situation occurs.	1	2	3	4	5	6	7
2.	I know where to report safety risks (such as loose screws).	1	2	3	4	5	6	7
3.	I know what to do if I get injured during the workday.	1	2	3	4	5	6	7
4.	I know what safety clothing or equipment is required to be allowed to perform my work.	1	2	3	4	5	6	7
5.	I am aware of the safety risks that come with my job.	1	2	3	4	5	6	7
6.	I know where the fire extinguishers are in my work environment.	1	2	3	4	5	6	7
7.	I know what requisites/equipment I need in order to safely perform specific tasks.	1	2	3	4	5	6	7

In the past 12 months… (1 = a lot, 7 = never). Encircle your answers.

8.	In the past 12 months I have been involved in an accident at my workplace that resulted in my inability to work for at least one day.	1	2	3	4	5	6	7
9.	In the past 12 months I have been involved in an accident at my workplace for which I received medical treatment.	1	2	3	4	5	6	7
10.	In the past 12 months I have been involved in a near-accident at my workplace.	1	2	3	4	5	6	7

To what extent do you agree with the following statements, based on your own work environment?
(1 = I absolutely disagree, 7 = I absolutely agree). Encircle you answers.

11.	It is important to have detailed functional descriptions and instructions so that I know what is expected from me at all times.	1	2	3	4	5	6	7
12.	My managers expect that I precisely follow work instructions.	1	2	3	4	5	6	7
13.	Rules and regulations are important because they indicate what the organisation expects from me.	1	2	3	4	5	6	7
14.	Regulations that I encounter on a daily basis help me doing my work.	1	2	3	4	5	6	7
15.	Work instructions are important for me during my work.	1	2	3	4	5	6	7

To what extent do you agree with the following statements (1 = I absolutely disagree, 7 = I absolutely agree). Encircle you answers.

16.	My manager should make most of his/her decisions without discussing it with his/her team members.	1	2	3	4	5	6	7
17.	It is a necessary that my manager regularly makes use of authority and power when handling his/her team members.	1	2	3	4	5	6	7
18.	My manager should rarely ask me or another team member for our opinions.	1	2	3	4	5	6	7
19.	My manager should avoid social contact with me or my team members outside the workplace.	1	2	3	4	5	6	7
20.	I should agree with decisions from the management.	1	2	3	4	5	6	7
21.	My manager should perform difficult tasks himself/herself.	1	2	3	4	5	6	7

Following questions regard the way your manager performs on safety issues within the company. (1 = I totally disagree, 7 = I totally agree). Encircle you answers.

22.	My manager is determined to preserve a safe work environment.	1	2	3	4	5	6	7
23.	My manager shows high involvement in creating a safe work environment.	1	2	3	4	5	6	7
24.	My manager expresses his/her opinion about the importance of safety on the work floor.	1	2	3	4	5	6	7
25.	My manager sets a good example in working safe and following the rules.	1	2	3	4	5	6	7

26.	My manager motivates his/her employees to work safe.	1	2	3	4	5	6	7
27.	My manager constantly suggests ways in order to execute my work more safely.	1	2	3	4	5	6	7
28.	My manager stimulates new ideas and opinions when it comes to safety at the workplace.	1	2	3	4	5	6	7
29.	My manager shows me how to execute my tasks on the work floor the safest.	1	2	3	4	5	6	7
30.	My manager listens to my concerns when it comes to safety at the workplace.	1	2	3	4	5	6	7
31.	My manager rewards his/her employees when safety goals have been achieved.	1	2	3	4	5	6	7

To what extent do you agree with the following statements, based on your own manager? (1 = I absolutely disagree, 7 = I absolutely agree). Encircle you answers.

32.	My manager is open for changes.	1	2	3	4	5	6	7
33.	My manager avoids adventure.	1	2	3	4	5	6	7
34.	My manager works mostly according to a strict scheme.	1	2	3	4	5	6	7
35.	My manager feels uncomfortable in a different culture.	1	2	3	4	5	6	7
36.	My manager is interested in a lot.	1	2	3	4	5	6	7

37.	My manager gets involved in other cultures.	1	2	3	4	5	6	7
38.	My manager seeks contact with people from a different background.	1	2	3	4	5	6	7
39.	When in a group, my manager often takes initiative.	1	2	3	4	5	6	7
40.	My manager is inclined to speak out.	1	2	3	4	5	6	7
41.	My manager often is the driving force behind things.	1	2	3	4	5	6	7
42.	My manager easily approaches other people.	1	2	3	4	5	6	7
43.	My manager easily understands other people's feelings.	1	2	3	4	5	6	7
44.	My manager notices when someone is in trouble.	1	2	3	4	5	6	7
45.	My manager has problems assessing relationships.	1	2	3	4	5	6	7
46.	My manager takes other people´s habits into consideration.	1	2	3	4	5	6	7
47.	My manager stays calm in unexpected situations.	1	2	3	4	5	6	7
48.	My manager can put setbacks in perspective.	1	2	3	4	5	6	7
49.	My manager takes it for granted that things will turn out right.	1	2	3	4	5	6	7

50. What is your sex?   O male   O female

51. What is your age?   _____ years

52. What is your level of education?   O Primary school

O High school

O Vocational education

O Higher education/ University

53. What is your nationality?   O Dutch   O British   O Bulgarian

O German   O Polish

O Romanian   O Hungarian

O Other, _____

54.	I am capable of reading safety regulations in Dutch	1	2	3	4	5	6	7
55.	I am capable of listening to Dutch safety regulations and to answer in Dutch.	1	2	3	4	5	6	7
56.	I am capable of listening to Dutch safety regulations and to understand them.	1	2	3	4	5	6	7

57.   Are you born in the Netherlands?   O Yes. *Continue at question 59.*

O No, I was born in_____

58. In comparison with organisations in the country I originate from, this company is:

Much unsafer   *Much safer*

1	2	3	4	5	6	7

59. What is the name of the company you are employed at?

_____

Thank you for your cooperation!

Radboud Universiteit Nijmegen