



THE INFLUENCE OF EMPLOYEE BEHAVIOR AND ORGANIZATION ON OCCUPATIONAL HEALTH AND SAFETY CULTURE THROUGH THE MEDIATION OF OCCUPATIONAL HEALTH AND SAFETY LEADERSHIP IN PT. MODA RAYA TERPADU: A CONCEPTUAL MODEL

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ABSTRACT

PT. MRT has conducted a measurement of the Occupational Health and Safety (OHS) culture for employees in 2022 and has received several awards, such as a 4-star (Gold) rating from the World Safety Organization (WSO) Indonesia on WISCA 2022. PT. MRT currently reached a proactive level on OHS culture implementation, which is the second-best rank after the generative level. Factors that need improvement in the implementation of OHS include employee behavior, organizational factors, and leadership as a mediator. This quantitative study aims to examine the influence of employee behavior and organization on OHS culture, mediated by OHS leadership.

Keywords

Employee Behavior, Organization, Occupational Health and Safety Leadership, Occupational Health and Safety Culture, Conceptual Model.

INTRODUCTION

Moda Raya Transport (MRT) is one of the transportation projects built in Jakarta. The growth of satellite cities around Jakarta is considered substantial, resulting in significant mobility of residents from the capital to Bodetabek area. Hence, there is a need for a transportation mode that accommodates the public's mobility, namely the MRT. In the operation of the MRT, there are various risks faced by the company, employees, and customers, including the facilities and infrastructure of the operation, such as equipment, personnel, and the environmental conditions of the workplace. Therefore, the implementation of Occupational Health and Safety (OHS) in the workplace is necessary to control these hazardous risks.

OHS issues in Indonesia have long received attention and support from the government since the enactment of Occupational Safety Law (Undang-Undang Keselamatan Kerja) Number 1 of 1970. However, many companies have not optimally implemented OHS in the workplace. According to Construction Media (Hasanudin, February 5, 2022), the construction sector contributes 32% of the total workplace accident cases in Indonesia each year, followed by the manufacturing industry (31.6%), transportation (5.3%), forestry (3.8%), and mining (2.6%).

PT. MRT has conducted a measurement of the OHS culture for employees in 2022. The company has also received several awards, such as the WISCA 2022, where MRT Jakarta achieved a 4-star (Gold) rating from the World Safety Organization (WSO)

Indonesia. Based on the recapitulation of the OHS culture measurement at PT. MRT, the company has currently reached a proactive level, ranking as the second-best after the generative level. There are still some factors that need improvement in the implementation of OHS, including employee behavior, organizational factors, and leadership as a mediator. Therefore, this research is conducted to assess the influence of employee behavior and organization on OHS culture through the mediation of OHS leadership.

LITERATURE REVIEW

A. Occupational Health and Safety (OHS)

Kuswana (2014) states that occupational safety involves maintaining a condition free from suffering, damage, and loss in various aspects of work, including the use of tools, materials, processing machines, and the overall maintenance and security of the work environment. Compliance with safety regulations is identified as a fundamental activity essential for upholding occupational safety (Neal & Griffin, 2002). Suma'mur (2005: 6) describes occupational safety as an initiative to establish a secure, healthy, and comfortable work setting, aiming to reduce or eliminate workplace accidents and work-related illnesses, ultimately leading to improved efficiency and productivity. On the other hand, Warwick (2004: 2) defines occupational health as a state free from physical, mental, emotional, or pain-related conditions caused by the work environment.

B. OHS Culture

Safety culture, as defined by the International Nuclear Safety Advisory Group (INSAG), is a combination of characteristics and attitudes within both the organization and individuals, shaping behaviors, attitudes, and perceptions to drive overall organizational performance (Dagu, Shuna, 2014). OHS culture encompasses the employees' attitudes, values, beliefs, norms, and perceptions, influencing safe behavior and its practical implementation in the production process (Clarke, 2000).

DuPont emphasizes that OHS culture reflects an individual's commitment, methods, and capabilities for safety and health management when unsupervised (Agung Supriyadi, 2014). Indonesian Ministry of Manpower highlights that OHS culture involves performance behavior and underlying assumptions related to OHS, emphasizing empowerment efforts to foster self-reliance (1990). This safety culture is evident when employees adhere to standard operating procedures without supervision, reflecting a combination of attitudes, beliefs, norms, and perceptions (Subhan & Widodo, 2018).

Safety culture is detailed based on organizational climate, influencing overall organizational effectiveness and human relationships. Indicators for the OHS culture variable include motivation, governance, commitment, communication, awareness, learning or training, work practices, and resource allocation (Dagu, Shuna, 2014). Subhan Zul Ardi, Widodo Hariyono (2018) found that the formation of OHS culture is influenced by: OHS policies, compliance with regulations and procedures, effective communication, adequate competence, discipline in using Personal Protective Equipment (PPE), supportive work environment, the presence of safety signs, and patient guides in the hospital workplace.

C. Employee Behavior

According to Zin et al. (2012), safety behavior involves actions supporting safety practices and activities that employees must accept as requirements for OHS to prevent workplace accidents. This behavior is expected from employees and the company itself, as some companies may be frugal and consider safety equipment costly. Despite having safety regulations, strict procedures, and good management in place, not all workers consistently adhere to what they should do. Some employees exhibit poor attitudes towards safety, influencing their behavior (Lee & Harrison, 2000).

On a broader scale, safety climate reflects employees' perceptions of safety values within an organization (Neal & Griffin, 2002). OHS culture focuses on the root causes of accidents, behavior, and how tasks are performed. Evidence suggests that around 90% of workplace accidents result from human behavior rather than equipment malfunction or inadequate procedures (Somad, 2013). Winarsunu (2008) asserts that occupational safety is an individual's behavior interacting with the work environment, specifically related to the formation of safe behavior that can enhance OHS. It emphasizes employee awareness, risk reduction efforts, the choice of safety actions, and improving motivation by eliminating negative factors through participation in safety activities and enhancing the organizational environment (Dagu, Shuna, 2014). Indicators for the employee behavior variable can be measured by factors such as awareness, efforts to reduce risks, choosing safety actions, improving motivation through participation, and enhancing the organizational environment.

In a study by Muhammad Chaidir Hajia (2022), it was found that employee behavior is influenced by OHS regulations and procedures, communication, competence, involvement, and the work environment. Meanwhile, a study by Seno Andri and Frini Karina Andini (2018) found that the implementation of OHS does not have an impact on increasing employee awareness in the implementation of OHS culture. Farisa Rahma Himawati (2018) conducted a study with the result that organizational culture influences organizational commitment.

D. Organization

Organizational culture, as defined by Robbins and Judge (2008) and Schein (1984), refers to the shared values and beliefs within a group that guide its members' behavior. This culture is crucial for shaping attitudes and actions, impacting workplace safety, and overall employee productivity. According to Hofstede (1986), organizational culture involves habitual characteristics influencing groups of people in their work environment. Management commitment to OHS is seen as a variable enhancing safety culture, leadership, and climate for employee performance.

In the context of OHS, the organization plays a vital role in initiating safety activities, providing incentives, and ensuring effective management practices. This includes forming safety teams, assessing task performance, maintaining equipment, and implementing safety measures to reduce risks (Dagu, Shuna, 2014). Indicators for organizational effectiveness in this context include leadership initiatives, incentives for good performance, continuous improvement cycles, safety behavior, task assessments, proper use of safety equipment, ensuring employee safety, and assessing workplace risks.

A study by Erlina (2021) found that organizational culture influences the implementation of OHS culture. Anindya Faradhilla Pramono (2017) conducted a study with the result that organizational culture and OHS have a positive and highly significant relationship with work discipline.

E. OHS Leadership

Leadership is a combination of strong qualities that inspire others to act and skills that can be used to persuade others to voluntarily accept direction and goals (Cole, 2005). Safety leadership plays a role in achieving the goal of building a safety culture in the workplace, improving safety leadership performance, and being part of a leader's success in occupational safety and health performance (Purba & Sukwika, 2021; Satoto, 2020). According to Christina et al.'s research (2012), OHS culture should start from top management regarding workplace safety issues. In construction work, OHS procedures play a crucial role in enhancing construction project performance. The study emphasizes that OHS culture should start from top management to create a work climate that supports facilities, working conditions, occupational safety, and open communication between superiors and subordinates, ultimately contributing to higher performance on construction project.

Leadership in this context involves leading by directing and implementing organizational goals that inspire employees to achieve the vision (Marzuki et al., 2018). Leadership is crucial in engaging in safety activities. Additionally, good communication within the team is essential for sharing safety information and communicating outside the organization (Dagu, Shuna, 2014). Key indicators for the OHS leadership variable include reporting accidents to management, creating visual safety signs in the workplace, being vigilant about potential OHS issues, and maintaining good communication within the team.

Ilsya Putri Nosary & Rosatyani Puspita Adiati (2021) found that transformational leadership significantly influences OHS behavior. Jenny Caroline, Feri Harianto, Rochman Pasik H (2019) found that leadership style has a positive influence on OHS culture, and the moderation variable of the leader's education level weakens the influence of leadership style on OHS culture. Meanwhile, Erlina (2021) found that leadership factors do not influence the implementation of OHS culture.

CONCEPTUAL MODEL

Based on the literature review above, the conceptual model is formulated as follows:

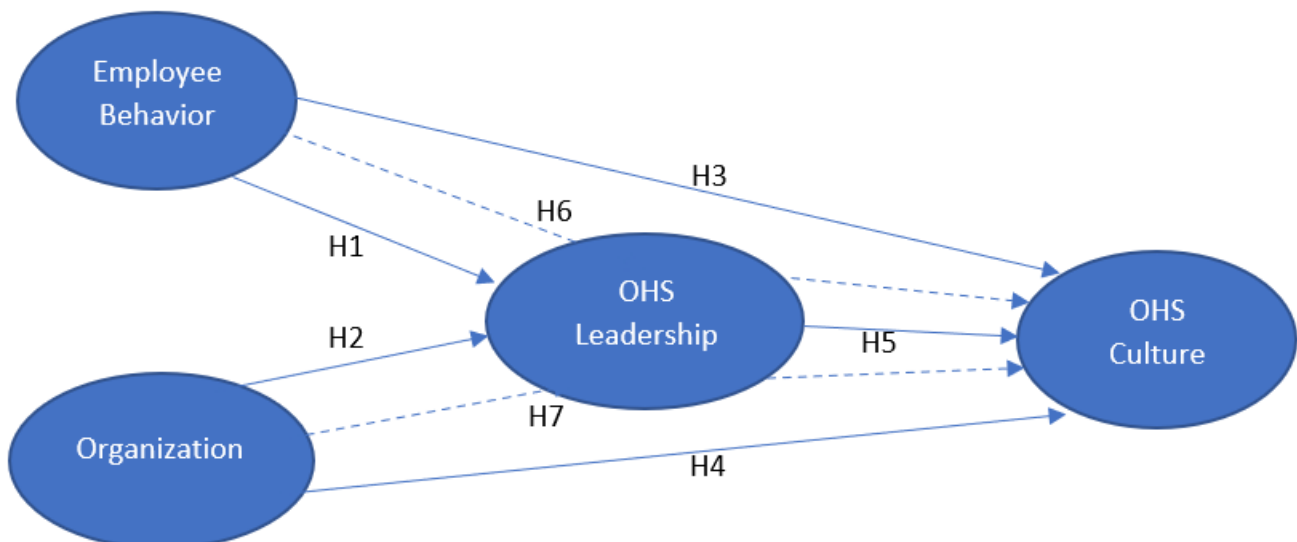


Figure 1. Conceptual Model

HYPOTHESES

Based on the conceptual model and literature review, the hypotheses can be formulated as follows:

- H₁: Employee behavior influences OHS leadership
- H₂: Organization influences OHS leadership
- H₃: Employee behavior influences OHS culture
- H₄: Organization influences OHS culture
- H₅: OHS leadership influences OHS culture
- H₆: OHS leadership enhance the relationship between employee behavior and OHS culture
- H₇: OHS leadership enhance the relationship between organization and OHS culture

METHODOLOGY

This research is a quantitative study using primary data in the form of a questionnaire containing 51 items using a Likert scale. The population in this study is the execution-level employees of PT. MRT contract workers, while the sample in this study consists of employees in the operational and maintenance departments. The total number of samples taken in this study is 103 individuals.

In this research, data quality analysis is conducted using the validity and reliability test of the questionnaire. Additionally, path analysis is performed to analyze the cause-and-effect relationships that occur in multiple regression when the independent variables not only directly affect the dependent variable but also indirectly (Rutherford in Pardede & Manurung, 2014). The exogenous variables in this study are behavior and organization, while the endogenous variables are OHS leadership and OHS culture. Hypothesis testing is also carried out using methods such as correlation coefficient test, determination coefficient test, simultaneous significance test (F-test), T-test, and Sobel test.

CONCLUSION

This research aims to develop a conceptual model related to the influence of employee behavior and organization on OHS culture mediated by OHS leadership. The study encompasses background research, literature review, hypotheses, and research methodology. The impact of employee behavior and organization on OHS culture, mediated by OHS leadership, can be understood by applying the conceptual model developed in this research.

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