

Safety Maturity Level Assessment at Logistic Service Company in Ancol

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ABSTRACT

Introduction: PT. XYZ is a logistics service company located at the Tanjung Priok port that carries out loading and unloading activities to support the operations of oil and gas companies. The achievement of leading indicators has been good. However, accidents still happen even though they are not as fatality accidents. This study aims to assess the maturity level of the Safety Culture at PT. XYZ and designing the right OHS program so that it is expected that the OSH program can reduce the number of lost time injuries in the company. **Methods:** This research is a qualitative descriptive study with a cross-sectional study design, and primary data was taken through interviews, field observations, and secondary data through company records. The author uses an interview guide from Industrial Safety Culture Evaluation Tools and Guidance for primary, key, and supporting informants. The main informants comprised five management representatives from supervisor to assistant manager level and five employee representatives. **Results:** PT. XYZ is a calculative level in safety culture, although the commitment dimension is in a proactive stage. However, information, awareness, and behavior are still at a calculative level. **Conclusion:** The company must improve communication methods, including effective communication, and provide consultation and training media for OHS issues.

Keywords: awareness, behavior, commitment, information

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INTRODUCTION

In the current industrial era 4.0, experts are trying to analyze the level of cultural maturity in companies to improve safety performance. Increase in safety performance, expect an increase in safety resilience, which changes the paradigm of unsafe actions as the cause of accidents becomes based on a safety management system (Aleksandrova and Timofeeva, 2020). A mature safety culture will develop if everyone feels they need safety and understands why safety is important to them. In other words, everyone becomes a safety leader (Aleksandrova and Timofeeva, 2020). Individual motivation and performance are related to cultural maturity in an organization. Therefore, organizations must take actions that increase employee motivation toward safety and improve safety performance (Çakıt *et al.*, 2019). Safety culture cannot be

analyzed through safety climate or audit because safety cultural elements involve safety-oriented behavior and incorporate systems within the organization, adopted values, and norms that focus on measurement of commitment, communication, organization, training, and other organizational elements. (Orlando, Lima, and Abreu, 2019). According to Hudson (Orlando, Lima, and Abreu, 2019), the safety culture maturity level is divided into five levels: Pathological, Reactive, Calculative, Proactive, and Generative. Safety culture is built on six dimensions that represent the foundations of culture in an organization. The six dimensions are commitment, justness, information, awareness, adaptability, and behavior (Safety Management International Collaboration Group, 2019). Safety culture is an aspect that is guaranteed in law no. 1 of 1970. Law no. 1 of 1970 states that all employers must provide a safe, healthy workplace free from occupational safety hazards, as contained in K3 supervision and communication. This regulation then becomes the basis for building a safety culture in the industrial sector (Indonesia, 1970).

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The port industry is one of the strategic industries in Indonesia. The number of loading and unloading goods at the Tanjung Priok port based on data from the Central Bureau of Statistics DKI Jakarta in 2020 reached 22,130,352 times (Central Bureau of Statistics, 2020). The high activity of loading and unloading increases the potential for work accidents. This condition is proven by accident data, which results in lost time injury (LTI) in the port industry in England. The highest occurs in loading and unloading activities at the wharf (Sanyang, 2017). According to data from Hong Kong's marine industrial accident statistics, the highest accident rate at the port was manual handling, with 23 cases, followed by falling or swinging objects, with 9 cases (Marine Industrial Accident Statistic Hongkong, 2021). Meanwhile, according to Social Security Agency of Employment accident data, in 2019, there were 182,835 and only 758 cases returned to work (Social Security Administrator for Employment, 2019).

PT. XYZ is a logistics service company located at the Tanjung Priok port that carries out loading and unloading activities to support the operations of oil and gas companies. PT. XYZ already has a well-developed Occupational Health and Safety management system, and the achievement of leading indicators has been good. However, accidents still happen even though they are not fatal accidents. The annual review found that program achievements translated into leading indicators were out of sync with the results of Occupational Health and Safety (OHS) performance measurements translated into lagging indicators. The results of the leading indicator of program achievement, data taken from PT. XYZ reached above 80% in 2021, but the lagging indicator still found two lost time injuries and three accidents that resulted in equipment damage. The results of this review require changes to work programs tailored to the organization's needs, in this case, the level of cultural maturity in the company so that the OHS program can adapt to the needs of the company. This study aims to assess the maturity level of Safety Culture at PT. XYZ and designing an appropriate OSH program that can reduce loss time injury rates in the company.

METHODS

This research is a qualitative descriptive study that was conducted from April to December 2022

at PT. XYZ, a logistics service company in Ancol. Primary data was taken through in-depth interviews, field observations, and secondary data through company records. The author uses an interview guide from (Safety Management International Collaboration Group, 2019) for primary, key, and supporting informants. The main informants comprised five management representatives from supervisor to assistant manager level and five employee representatives. The key informants were operations managers, and the supporting informants were OHS admins directly related to OHS budget preparation and program documentation. Data analysis for this study uses analysis of Miles. Data triangulation uses data sources that are compared from interview data from management and employees and strengthened by key informants and supporting informants, as well as observational data and document review. Huberman that is carried out through data reduction, data display, and verification (Hardani *et al.*, 2017). The safety culture level that applies in this research was based on the safety culture ladder Hudson that consist of five level there are pathological (everybody is not concerned about safety), reactive level (safety as regulation compliance), calculative (safety is part of management decision), proactive (safety is a value in the company) and generative level (safety is part of improvement in company) (Orlando, Lima and Abreu, 2019). Detail dimension of this research is based on the safety culture dimension's matrix from Industrial Safety Culture Evaluation Tools and Guidance (Safety Management International Collaboration Group, 2019). This research only includes four dimensions of safety culture because the researchers only focus on management commitment, worker response, and awareness, excluding the OHS management system aspect. This research has been declared to have passed an ethical review with the ethical approval number 0923-01052 /DPKE-KEP/FINAL-EA/UEU/I/2023.

RESULT

The level of cultural maturity is built by dimensions consisting of commitment, information, awareness, and behavior. Each dimension will show each level in the adjusted safety culture based on references from (Safety Management International Collaboration Group, 2019).

Commitment

The commitment dimension comprises elements of management commitment and investment in safety. The results of interviews on the management commitment element showed that at the management level, all informants said that they had committed to OHS where the implementation of this commitment was proven by the way they reminded their team to use Personal Protective Equipment (PPE), conduct field supervision, follow OHS procedures, and conduct OHS communication during visits with employees meet the results of interviews with employee informants found that they feel management is not fully committed to safety because needs related to work tools and PPE are constrained in procurement and for crucial work management asks to be done as soon as possible and does not take into account the fatigue side of the employees. There is a difference in point of view between the management side and the employee side where, according to them, management focuses on forms of communication and setting an example from action. In contrast, from the employee side, the focus is management support for procuring work equipment and providing sufficient personal protective equipment.

The following is the result of an interview with one of the management informants:

"I show my commitment by always using PPE when in the field and carrying out OHS programs, Permit to Work (PTW) audits, conducting inspections, and emphasizing OHS aspects at meetings" (Im1- Age 56-year-old)

The results of an interview with one of the employee informants:

"In my opinion, the management is not fully committed to safety, for example, PPE likes to be long loved, coveralls have not been given again for two years and the results of the management visit have not seen follow up" (IE1-Age 40-year-old)

In this dimension of commitment, apart from management commitment, the authors also ask questions about what triggers improvement in the company. The results of the interviews conducted by the authors at the management level found that most of them answered that improvements in the OHS field were carried out when there were external audit findings or audits from the client or reprimands from the OHS department. There was no initiative on their part to carry out improvements, and this is in line with the results of interviews at

the employee level, where all informants answered that improvements related to safety were carried out if there were external audits, audits from clients, high-risk activities, after accidents or damage to work equipment. These statements are reinforced by statements from supporting informants that everyone is too busy doing their daily activities, and they do not have time to think about the improvement in terms of OHS. The following is the statement:

"In the past, there was no improvement, in recent years there have been improvements to safety issues, for example, the Cooperate Academy, but it's difficult to improve because people are already busy with their daily activities, so I don't think about making improvements" (IS1- Age 30-year-old)

In the management commitment dimension, the authors also asked management informants and employee informants regarding the actions taken by management to ensure safety in the work area. In the results of interviews with management, almost all informants stated that they supervised and provided resources. Some of them felt that they have responsibility for safety in their area, but they still depend on OHS, and believe that safety is a shared responsibility between OHS and them. The following is one of the answers from informants related to this matter:

"I am still assisted by OHS, miss, to make sure that work in the field is safe" (Im2-Age 30-year-old)

The results of interviews with their employee level stated that management had warned some informants about safety aspects, but some informants felt they had not. Following are the results of interviews with informants from employees:

"Management only provides resources but never gives direct warnings to employees" (IE1-Age 40-year-old)

The results of the interviews showed that there were differences between employee informants. To prove this, the authors made observations and reviewed documents. The results of observations on management visit activities and meetings show that at the time of implementation, all employees did not attend these activities, so some employees felt they had never been warned about OHS. The author also checked the attendance list documents for management visits, and that attendance list was not all employees attend meetings with management. The three questions above reveal the extent to which management commitment in the company goes.

The results of this study reveal that management's commitment is still limited to fulfilling regulatory requirements and clients' wishes. Management is already aware that safety is part of its responsibility but still feels that safety is the primary responsibility of the OHS department, and safety improvements are not carried out consistently and measurably because the focus is still on operational activities.

The last element in the dimension of commitment is the OHS budget plan. The authors conducted interviews with management levels and found that the OHS budget is available, but the budget is only to meet the client's requirements and government regulations. The budget for improvement is available, but the amount is still so small. This information aligns with the results of interviews with employees, where almost all answered that the OHS budget has been available but is still lacking, especially for the completeness of PPE and work tools.

The following is an example of the results of interviews with management

"There is financial planning and a budget but the follow-up for OHS aspects is still long and the OHS budget that has been made is still being reduced" (Im1- Age 56-year-old)

The following is an example of the results of interviews with employees

"All the OHS budget has not been fulfilled, there are still many incomplete tools and PPE" (IE2-Age 36-year-old)

Information

Information is the dimension of safety culture, which consists of communication elements related to safety, safety reporting systems, willingness to report, and consequences for safety reports. This element is translated into five questions for the management level and five for the employee level. The first question is related to the communication of safety issues. The results of interviews at the management level show that safety information has been conveyed in pre-job safety meetings (PJSM), internal training, and monthly meetings. However, the information provided is not always provided with two-way feedback. OHS only asks whether we already understand, but there is no mechanism to check whether the communication has been effective. This information is in line with the results of interviews with employee levels, where employees said that communication had been carried

out by the OHS team regularly. However, there had been no routine verification to ensure employees understood. Several employees said the monthly meetings were still general and not specific. They can focus more on OHS discussions related to their daily work in each section. The following is one of the results of interviews at the management level:

"OHS communicates security matters in monthly meetings and PJSM, but OHS does not verify whether employees have understood what OHS conveyed" (Im3- Age 47-year-old)

The results of an interview with one of the employees:

"Communication regarding safety is carried out every day, sometimes the communication method is only read out so it is not clear and monthly it must be done specifically for scheduled mechanics" (IE2-Age 36-year old)

The key informant also stated that communication from a safety point of view was still not fully open, primarily related to communication on achieving the OHS Plan. The OHS plan was not communicated to all interested parties. Furthermore, in the communication dimension, the author inquires more deeply regarding the willingness of employees to report safety issues. The results of interviews with management levels found that their team was willing to report on their OHS issues. Reporting in PJSM, reporting directly or through the HOC (Hazard Observation Card). However, if the reporting concerns other people, they do not want to report it because they are worried that the reported colleague will get into trouble, whether given a warning letter, salary deduction, or layoffs. This condition aligns with the results of interviews with employee representatives, who said they worried there would be more significant problems if they reported. The reporting culture already exists, but the culture in the work environment has not provided the trust and comfort to report all safety issues.

The following is one of the answers from the two-management level related to safety problem reporting:

"Reporting is still done on a case-by-case basis, reporting involving other people's mistakes they do not want to report because afraid their coworker will be punished regarding the replacement that must be made" (Im4-Age 37-year-old)

One answer from an employee representative:

"I think employees want to report but they are afraid that if they report it will cause them to be scolded by their superiors"(IE3-Age 26-year-old)

The author deepens what benefits the company gets from employee safety reports, and the results of interviews with management levels show that all informants stated that safety reports help them find unsafe conditions in the field. So that the burden of responsibility to ensure the safety of their team is slightly reduced, they can look for improvement opportunities from the report.

The following is one of the informants' answers to this question

"Safety reports through HOC and smart cards help find solutions to solve safety problems in the field and are used to improve safety in the field. An example is the installation of lifelines in warehouses that facilitate work activities at height" (Im2-Age 30-year-old)

At the employee level, the authors asked about their concerns about improving safety in other departments. The answers showed that all informants stated that they had reprimanded employees in other departments regarding safety, either by reprimanding directly or through the HOC. However, this was only limited to reprimanding and not proposing increased safety. It happens because knowledge of safety issues is not evenly distributed among all employees. So, they do not understand what safety improvements are appropriate for other departments; they only know what is visible, and consider it unsafe.

The following is an example of an interview with an informant from an employee:

"We often reprimand other departments for unsafe behavior, for example, there is a housekeeping team that continues to use Viar motorbikes with brake problems"(IE2-Age 36-year-old)

The last question the author asked was the management level related to the reporting system effectiveness, and the interview results found that the existing reporting system. In this case, it is HOC, but employees do this only to fulfill obligations, not based on self-awareness to report every unsafe condition and action they encounter in the field so that the quality of the report is not good. However, management feels that the report is effective enough to provide an overview of safety-related conditions in the field.

The following is the result of an interview with one of the informants

"Reports sent in the form of a smart card or HOC are still only to meet targets and have not been used voluntarily to report unsafe conditions that occur in the work environment" (Im1- Age 56-year-old)

Awareness

Awareness or vigilance is the dimension of safety culture, built from three elements awareness of work risks, attitudes toward unknown hazards, and safety concerns. This element is then translated into two questions. The first question concerns safety that can still be improved in the company. The results of interviews with management levels show that safety is running well in the company but still needs improvement, especially supervision in the field and speed in handling any discrepancies. This data aligns with the results of interviews with employee levels, where all employee informants stated that safety was good but needed improvement regarding supervision in the field, provision of PPE, and implementation of outreach when there is free time in operations.

The following is one of the results of interviews with management informants:

"Currently, the OHS is good but the response is still lacking. For example, the speed of OHS in dealing with safety issues in the field is lacking, lack of supervision in the field" (IM4- Age 37-year-old)

Results of interviews with one of the employee informants

"In my opinion, the OHS team is pretty good, but the team is still lacking because the numbers are small. If there is an OHS, there is no OHS to supervise the mechanics"(IE2-Age 36-year-old)

The next question concerns identifying and managing safety risks resulting from business decisions. The results of interviews with management levels found that management realized that their decisions would impact safety issues, but they did not implement them consistently and thoroughly. If their decision is conflicted with operational needs, they tend to override OHS. Questions in this aspect are slightly different from questions to employees, where questions to employees are related to their identification and actions in overcoming safety risks, where the results of interviews with employees show that all employee informants know the hazards

they face every day and they already know what to do, what they have to do to face the danger. The following is one of the answers from management and employee informants. Management informant stated:

"realized that OHS is part of my duties, but has not been carried out thoroughly" (Im1- Age 56-year-old)

Employee informants stated:

"I know my job is dangerous, for example, related to the work of mooring and unmooring ships, ships can dock and crash, so I always look at the weather conditions when I will put the ship to dock" (IE1-Age 40-year-old)

Behavior

This dimension consists of three elements: work situations, employee behavior related to safety and mutual expectations, and encouragement of safety behavior. These three elements are then translated into two questions. The author asks the first question related to a situation where management is aware of the workforce deviating from procedures and asks them to provide an example. The results of interviews with informants from management show that all informants stated they were aware of procedural deviations in their team. However, they did not give any punishment, only to remind them. This information aligns with the results of interviews with employees, where all informants said management was aware of procedural deviations in their employees. However, they did not follow up, and several unsafe conditions resulted from management's orders. The following is the result of an interview with one of the informants at the management level:

"the supervisor realizes that his team sometimes makes short cuts, the supervisor warns against the violations committed and finds the best solution" (Im5-Age 46-year-old)

Results of interviews with employee-level informants:

"Management knows there are deviations related to PPE or permit procedures but does not follow up if the incident is not major" (IE4- Age 43-year-old)

The second question the author asks is related to the decisions of management and employees when faced with unsafe practices. The results of interviews with management found that all management informants would stop work if they felt it was

unsafe, and they would conduct an assessment first before work was resumed. These results were in line with the results of interviews with representatives of employees, where they said they did not want to continue work if they felt it was unsafe. They want to continue if there is a safe assessment. The following is the result of an interview with one of the management informants:

"I stop work if it's not safe, I will first discuss with the team how to carry out these actions more safely" (Im3- Age 47-year-old)

Results of interviews with employee informants:

"I refuse to do work if I think it is unsafe because I realize how important my safety is at work" (IE5- Age 38-year-old)

DISCUSSION

Safety Management International Collaboration Group (2019) created a matrix to translate each question to the level of safety culture. Then, this matrix was used by the authors as a reference to determine at which level each dimension of safety culture is in this logistics service company.

Commitment

The research results on the commitment dimension above show that management is committed to safety issues, as evidenced by their concern in communication and examples, even though they have limitations in procuring work tools and personal protective equipment. Safety Management International Collaboration Group (2019) described in a matrix related to management commitment according to the level of safety culture, it was found that this company is at a proactive level because management has shown its commitment and is practiced in real terms through decision-making actions and regular conversations with the workforce. Then, in the aspect of improving safety that is not carried out routinely, improving safety is carried out if there are findings in external audits, audits from clients, high-risk activities, after accidents, or equipment damage where research results related to improving safety are at a calculative level.

Management commitment can increase worker commitment to safety Ghasemi (2018), and research by Suherdin, Widajati, and Qomaruddin (2021) states that management commitment significantly

Tabel 1. Matrix Dimension of Safety Culture

Dimension	Question	pathological	Reactive	Calculative	Proactive	Generative
Commitment	Personal commitment in safety	wManagement commitment does not exist	Management does not show commitment in a words and action	Management's commitment is shown after accident happen, audit and client complain	Management's commitment is shown in company policy, regular decision and conversation with staff	Management's commitment to safety is practiced in real terms, strengthened and demonstrated through their actions, and improvements are made from time to time
	Improvement	No improvement at all	Improvement is initiated after high-risk events and regulation issues	Improvement to control high-risk hazard	Proactive action to improve safety	Improvement is conducted in schedule, for example, once a year
	Safety Assurance	Employee and management do not care about safety	Management level does not have role and responsibility about safety	Management only provides resources to implement safety	Personal commitment is shown in safety	Management and employees promote safety in daily activity
Information	Safety Budget	No budget et all	No budget plan related to safety. Budget very low	The safety budget plan is available only for compliance regulation	Safety budget planning for reducing high-risk hazard	Safety budget planning for OHS improvement
	Communication on safety issue	No communication	No consistency in communication	One way communication	Two-way communication	Special communication
	Willingness to report	Employees never report	Employees only report common issue	Employees report after accident happen	Employees report all hazard potential	Employees are active in reporting all safety issues
	Report advantages	No report at all	Report to identify hazard after accident (reactive)	Report to identify lack of safety management system	Report to identify opportunity for improvement	Report always shows improvement and reward for improvement
	Improving safety in other division	No interaction	Suggestions from other divisions as a disturbing factor	Management asks for inter division interaction	Suggestions inter-division as an opportunity to improve	Suggestion as a serious action by management
Awareness	Report effectiveness	No accident and near-miss report	Management ensures safety as per the safety system	Management ensures safety based on reporting quantity, not quality	Management ensures the reporting system includes near-miss	Management's decision are based on safety report
	Opportunity to improve safety system	No Improvement	There is no need for improvement. The operation is already safe	Employees identify improvement, but management sometimes takes no action	Improvement can be done, and management provides resources	Special resources allocated for improvement
	Identifying and managing risk	Management does not care about safety	Employees are not aware of the hazard and risk around them	Employees are aware of the hazard and risk around them, but they are passive	Employees are aware of the hazard and risk, and they try to give suggestion for improvement	Employees always give suggestion to improve working environment

Advanced Tabel 1. Matrix Dimension of Safety Culture

Dimension	Question	pathological	Reactive	Calculative	Proactive	Generative
Behavior	Procedure deviation	Employees do not care	Management is not aware about procedure	Procedure violation sometimes happens but it is not investigated	Procedure violation is investigated and followed up	Management takes serious action about procedure violation
	Management decision	Safety is not management's concern	If an accident does not happen, management accepts unsafe action	Management stops unsafe action only if it is related to efficiency	Management has not accepted all unsafe action	Unsafe actions are prevented, and management gives motivation to implement safe action

Reference: Safety Management International Collaboration Group (2019)

influences employee commitment to safety. This service logistics company already has a management commitment at a proactive level, which shows that management already has a commitment to safety and implements safety.

Equipment breakdown, accidents, or high-risk work occurs, and continuous improvement is not carried out. Apart from the absence of mechanisms and arrangements, all employees and management are busy with their daily work. Therefore, there is no time to think about safety improvements. Regarding ensuring safety, management still has a strong dependence on OHS. They are still not confident in carrying out their supervision. This is because knowledge about OHS is still lacking, so they fear making mistakes.

According to the Minister for Public Works and Public Housing, The Ministry of Public Works and Public Housing (2016), the availability of costs for implementing the Occupational Safety and Health Management System will provide a sense of security and safety for workers because there is a guarantee of fulfillment of personal protective equipment to reduce injuries and deaths due to work accidents, work-related diseases, and environmental damage. The study results show that the company already has an OHS budget where the budget is available to comply with regulations from both the government and clients. However, the budget for OHS improvement is small and not balanced with the budget for compliance with regulations, so it is by the safety culture level matrix, which is at the calculative level. The limited OHS budget for safety improvement activities has not been balanced because the OHS team has not conducted a cost-benefits analysis. So, the management team does not see the increase as crucial in safety risk management, and the budget is not approved.

Information

The research results related to safety communication show that the company already has mechanisms and arrangements related to safety communication. However, the communication is not evaluated whether it has been running effectively or not. Feedback is only done on time and not done consistently. It can be translated at the cultural level. Company safety is at a calculative level. The company does not yet have a two-way communication and feedback regulation. The communication that has just been made is a notification in nature. At every OHS meeting, the team often asks whether employees have questions or input, but most employees do not respond, so it is difficult to know whether employees understand. The effectiveness of the communication results shows that the company is also still at the calculative level because there has not been an examination related to the effectiveness of the communication that has been carried out. There has been no measurement of the level of knowledge about safety among employees, so it cannot be assessed whether the communication carried out so far has increased knowledge. Effective safety-related communication is essential for maintaining a positive culture and involving work in safety activities (Lyu *et al.*, 2018).

Workforce safety involvement is implemented through employees' willingness to report safety issues. The study results show that companies are still at a calculative level where employees are willing to report safety issues to management. However, they do not want to report their colleagues' unsafe actions because they fear being blamed if their colleagues are punished. The company fosters a comfortable work atmosphere for employees to report without any action that makes them afraid

to report. Not all management's perceptions are the same in handling their team's reports, so they tend to immediately give punishment without investigating. Safety communication can increase individual commitment to safety by influencing behavior and directly impacting organizational safety performance (Chen *et al.*, 2018). Safety culture is influenced by communication because good communication can provide learning and confidence among colleagues in safety. This learning and trust can ultimately increase employee competency in OSH and increase opportunities for advancement at the cultural level (Afifah and Hadi, 2018). Communication methods must be carried out top down and bottom up to be more comprehensive and have promising implications for increasing safety culture (Pratiwi, 2019).

The study results show that safety reports are used by management to get an overview of hazards in the field and opportunities to improve safety. According to the matrix, it indicates that the company is at a calculative level. Identifying hazards in the field is one of the ways to report safety employees through the HOC mechanism. The study results show that HOC reports are ineffective because employees make HOC only to fulfill obligations, not based on their initiative. It makes the company at a calculative level. HOC is part of the communication mechanism, and HOC is part of the observation of all unsafe conditions and unsafe actions. Good and active observation contributes closely to increasing the level of safety culture because this shows that employees are already concerned about improving safety so that safety has become part of every employee (Sulistyo P, 2020).

In addition to the initiative to report, the researchers asked about employees' concerns about other departments, and the results showed that they provided input related to unsafe conditions in other departments. However, they did not propose to increase safety, and responses from other departments tended to be ignored. It is because each reprimand will make the respective departments reprimanded by management. Key informants, when interviewed, suggested that there be competition between departments related to safety, and each department could provide comments and input, so this program is expected to improve the safety culture in the company.

Awareness

The awareness dimension is built from two questions. The first question is related to improving safety performance. This safety performance improvement is still at a calculative level because the company has reviewed its safety performance, but there has been no increase in OHS performance. Safety performance is closely related to safety culture. A good safety culture can increase job satisfaction, work ethic, and employee motivation, maintaining high company performance (Setiono, and Andjarwati, 2019). It can be concluded that safety performance is directly proportional to organizational performance in general. Improving safety performance is something that companies must strive to improve organizational performance in general (Widyanty, 2020).

The company is only going through the OHS plan according to the client's requirements. No upgrades have been implemented yet. In addition to new performance and hazards, the awareness dimension examines how management and employees are committed to safety. The research results show that the company is still at a calculative level where management and employees will care about safety if it is only related to smooth operational needs. There is no commitment yet shown in every decision from management. They do not openly provide information related to safety, and employees also do not care about safety aspects in every activity. Apart from the concern aspect, the more profound is how management realizes that its decisions will impact safety. The research results show that the company is still at a calculative level where management realizes that every decision it makes will impact safety aspects, but the decision must be lost. When dealing with important operational activities, they never assess the impact of every decision on safety. Safety leadership contributes to safety performance (Agustina, Chahyadhi and Ardyanto, 2019). good safety performance increases the level of safety culture. Leaders who have safety leadership can support and encourage all employees under them to behave safely.

Questions at the employee level regarding their identity and actions in overcoming safety risks in this study showed that the company was still calculative because employees knew the hazards in their daily activities and already knew how to deal

with them. However, they tended to be passive in suggesting improvements because they felt it was not their responsibility to make improvements to the safety aspect. The results of an interview with one of their informants are reluctant to advise for fear that they will add to their work on the advice they provide.

Companies can increase awareness through education, building communities and policies, motivation, and safety awareness (Acquaye, 2020). Based on the research above, improvements can be made by creating programs that involve more ideas from employees so that this involvement can increase awareness and concern for safety aspects.

Behavior

The dimensions of behavior are translated into two questions. The first question concerns management's awareness of procedural deviations by its workforce. A habit that eventually becomes a bad culture in safety. The next question is related to management decisions when faced with unsafe practices. The study results show that the company is still at a calculative level where management will ignore safety when faced with urgent operational interests and clients' demands. There has been no attempt to stop work and not tolerate unsafe conditions. Based on the results of an interview with one of the employee informants, this makes employees lose confidence in management for their commitment so that employees feel that safety can be abandoned. Employees will be encouraged to behave safely from imitating management in responding to safety to create an integrated safety management system within the organization. Management decision-making and style will influence employee attitudes, behavior, and motivation when doing safe work (Restuputri *et al.*, 2021).

Safety behavior is the third aspect after safety climate and leadership, influencing how safety culture is built in companies (Taufiq, Hidayat, and Basbeth, 2020). Safety culture is a strong predictor of safety behavior, so safety culture is built from safety behavior, and safety behavior is also influenced by good safety culture at work (Asamani, 2020). Employee safety behavior is influenced by employee knowledge of safety, employee attitudes regarding safety, safety training, and the availability of safety facilities (Sangaji *et al.*, 2018). Companies must provide adequate safety training and safety

facilities to workers so that safety behavior will increase.

CONCLUSION

Based on the research that has been done, it is concluded that, in general, this logistics service company is at a calculative level as per Hudson's safety culture ladder because safety is a part of management decisions. Although in commitment dimension have gone to a proactive level. Other dimensions, such as information, awareness, and behavior, are still at calculative level. The company must improve communication methods, including effective communication, and providing consultation and training media for OHS issues.

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