

**ANALYSIS OF THE RELATIONSHIP BETWEEN SAFETY CULTURE
AND SAFETY LEADERSHIP TOWARD EMPLOYEES' SAFETY
PERFORMANCE THROUGH MEDIATING VARIABLE MOTIVATION
OF PT. ANEKA COFFEE INDUSTRY**

SKRIPSI

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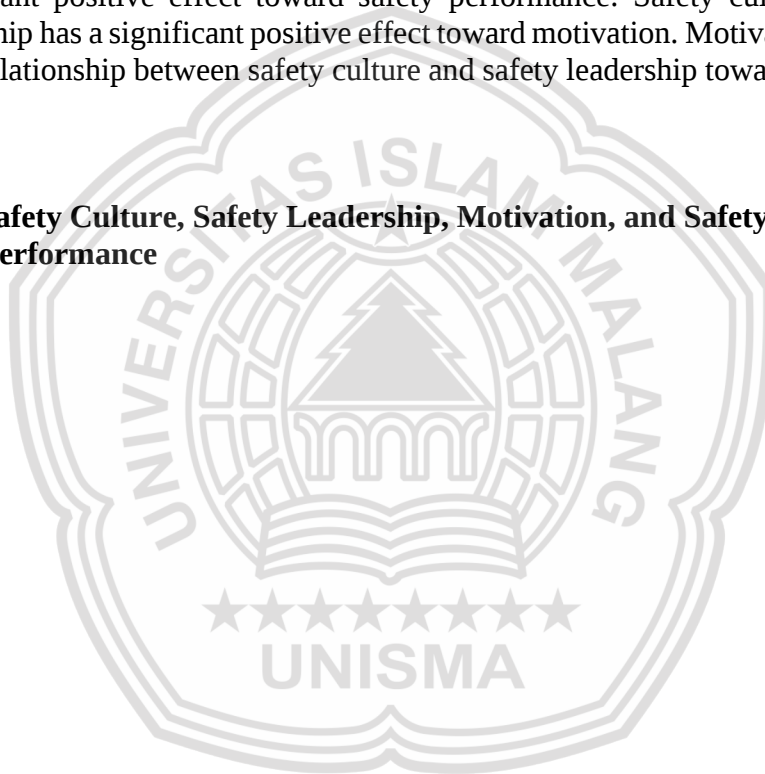
**UNIVERSITY OF ISLAM MALANG
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ABSTRACT

The purpose of this study aims to analyze of the relationship between safety culture and safety leadership toward employees' safety performance through mediating variable motivation at PT. Aneka Coffee Industry. This study employs a quantitative method with a descriptive-causality research type. The population in this study were all employees of PT. Aneka Coffee Industry with total of 410 employees, while the sample was 80 employees as respondents. Data collection was carried out by distributing questionnaires to the respondent. The established data analysis used Partial Least Square Structural Equation Modeling (PLS-SEM). The results of this study showed that safety culture, safety leadership, and motivation has a significant positive effect toward safety performance. Safety culture and safety leadership has a significant positive effect toward motivation. Motivation can mediate the relationship between safety culture and safety leadership toward safety performance.

Keywords: Safety Culture, Safety Leadership, Motivation, and Safety Performance



CHAPTER I

INTRODUCTION

1.1 Background of the Study

Occupational health and safety has been an important priority for company or industry, because the potential danger and unexpected events leading to physical injury is always present in every kind of job. Occupational health and safety practices include prevention, making written policies, communicating the concept to workers, reporting incidents (accidents), giving sanctions to workers who are proven to have committed negligence that results in work accidents, and also healing wounds for workers who need treatment. Occupational health and safety that is not implemented properly can cause work accidents that have an impact on all aspects such as human, social and economic costs (Rahardian, 2021). As stated by Indonesian Ministry of Labor Regulation No. 5 of 2021, a work accident is an incident that occurs within the scope of work, including incidents that befall workers on the way from home to work and otherwise, as well as diseases caused by the work environment (Permenaker, 2021).

According to the International Labor Organization (2023) in every year around 2.93 million employees succumb of work-related factors injury or disease in the world. Worldwide, there are over 395 million workers who sustained non-fatal work injuries. Accidents and illnesses caused by work still occur frequently, with serious negative impacts for both workers and companies, like causing serious injuries and absences from work. This should highlight the need for a new paradigm of prevention of occupational injuries.

Based on annual year report data of Social Security Agency (BPJS) for Employment (2024), explained the number of cases of work accidents in Indonesia is still high, the following table is showing the calculated number cases of work accidents in Indonesia from 2019-2023:

**Table 1.1 Cases of Work Accidents
in Indonesia 2019-2023**

Year	Number of Cases
2019	182.835
2020	221.740
2021	234.370
2022	297.725
2023	360.635

Sources: BPJS for Employment (2024)

This calculated number is based on the claims submitted by employees who have Social Security Agency (BPJS) accidents insurance, the actual number is higher because not all employees have become Social Security Agency (BPJS) participants. From the data in table 1.1 it can be seen that every year the work accident cases in Indonesia have increased. In 2019 the total cases of work accidents were 182.835, in 2020 were increased 38.339 (221.740 total cases), in 2021 were increased 12.630 (234.370 total cases), in 2022 the work accidents cases show an increased significant were 63.355 (297.725 total cases), the in 2023 were increased 62.910 (360.635 total cases).

Major industrial accidents pose a significant threat to workers and the wider community. Working in hazardous sectors such as agriculture, forestry and fisheries, mining, construction, and manufacturing continues to pose a major risk to workers' lives and well-being. The increasing number of work accidents each year is a

concern for all industries. Even for the food and beverage (F&B) manufacturing sector industries such as PT. Aneka Coffee Industry.

PT. Aneka Coffee Industry is one of the largest instant and roasted coffee producers in Southeast Asia, with a factory location in Sidoarjo - East Java, Indonesia. PT. Aneka Coffee Industry is always concerned about the health and safety of its employees. Due to the activity of using work tools, physical, chemical, biological materials and various work procedures. The work sequence has the potential to create a risk of work accidents that can have an impact on the safety and health of employees, especially in the production process. Based on data from PT. Aneka Coffee Industry, it can be seen the cases of work accidents have occurred in the company in the last three years, consist:

Table 1.2 Cases of Work Accidents PT. Aneka Coffee Industry 2022-2024

Year	Number of Cases	Month											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Des
2022	10	0	0	1	1	2	0	1	1	2	0	0	2
2023	3	0	0	0	0	1	0	0	1	0	0	1	0
2024	7	0	1	0	0	0	0	1	2	1	0	1	1

Sources: Primary Data Processed (2025)

Table 1.2 shows that the number of work accidents data at PT. Aneka Coffee industry includes accidents that occur in the factory area and traffic accidents involving employees (when going to work or returning from work). The number of work accidents in 2022 were 10 cases, then in 2023 decreased to 3 cases. However, in 2024 the number of work accident cases increased again to 7 cases. According to Anizar (2021), unsafe acts (human factors) and unsafe conditions (environmental factors) are two common causes of accidents. Studies show that 80-85% of accidents are caused by unsafe acts. Accidents will certainly cause losses in

terms of costs and time consumed. Based the statement of the employees of the Occupational health and safety division at PT. Aneka Coffee Industry, the human factor is the dominant factor in causing work accidents in factory area such as not wearing Personal Protective Equipment (PPE), ignoring safety signs installed in the factory area, and ignoring work safety procedures.

An occupational health and safety management system is absolutely necessary in a work considering the risks of work accidents. Employees in the work unit must be given more attention to their occupational health and safety, especially requiring a healthy body condition and a comfortable work environment. By implementing safety properly and the company pays attention to their safety guarantees, it can create a healthy and safe work environment and so as to reduce the possibility of work accidents or illness due to negligence which results in deficiency of work productivity (Sugiarto & Fitriady, 2019). The statement of guarantee of occupational health and safety also under the Law No. 1 of 1970 in Indonesia on occupational safety which states that every individual who works has the right to obtain protection for their safety when carrying out their duties for the sake of welfare and increasing results and efficiency at the national level (Darmayani et al., 2023).

A company's achievement in avoiding accidents can be evaluated through safety performance, which shows that the company is committed to reducing work-related accidents and illnesses, and is able to increase work efficiency (Atikasari et al., 2022). Safety performance is regarded as one dimension of work performance also known as evaluation of safe work behavior. Safety performance includes organizational commitment, involvement or participation indecisions regarding

safety, and the perceived interests of the employer in safety (Hadjimanolis et al., 2015).

Safety culture is always related to employee dedication and improving organizational safety outcomes by decrease accidents injuries that occur (Atikasari et al., 2022). Creating a safety culture in a manufacturing company is essential to protect all individuals on the job site and to achieve sustainable progress for the company. A sustainable safety culture not only protects the health and safety of workers, but also plays a role in improving operational efficiency and meeting work needs (Kabiesz, 2024). According to the research by Abeje & Luo (2023), the results of their research illustrate that safety culture significantly impacted the outcome variable safety performance.

Safety leadership is also an important method in guiding employees or team members to always work with attention to safety factors. This ability allows a leader to motivate employee to avoid the risk of accidents in the work environment (Supardi et al., 2021). According to Skeepers et al. (2015) leadership actions have a direct impact on safety performance in preventing injuries and helping to reduce accident rates in the workplace. The study also revealed that transformational leadership and motivational encouragement play a positive role in encouraging appropriate safety behavior. A great leader is able to influence others while also setting them apart from others. And based on the research by Atikasari et al. (2022) it was found that safety leadership had a significant effect on safety culture and safety leadership also had a significant effect on safety performance.

In addition, employee motivation for occupational health and safety is important. Motivation creates every employee wants to work hard and

enthusiastically so that work passion is created and they want to work together to achieve company goals, one of which is increasing the number of Occupational health and safety of employees (Dhani et al., 2022). According to the result of research by Kalvei (2022) the responsible leadership is positively linked to safety motivation and it is explained that safety motivation predicts future participation in optional safety activities and an individual's willingness to maintain a safety culture that promotes workplace safety. Also, according to the research by Karina & Ariffin (2024) the result is motivation influences safety performance and proving that the perceived safety culture process had an effect on employee motivation towards safety.

Based on previous studies and the background reason that related to influencing safety performance and the increasing amount of fatality in the industry, then the researcher is interested in conducting research entitled **“Analysis of the Relationship Between Safety Culture and Safety Leadership Toward Employees’ Safety Performance Through Mediating Variable Motivation of PT. Aneka Coffee Industry”**. ★★★★★★

1.2 Formulation of the Problem

Referring to the background reason, there are several research problem as follows:

1. How safety culture affects safety performance at PT. Aneka Coffee Industry?
2. How safety leadership affects safety performance at PT. Aneka Coffee Industry?
3. How safety culture affects motivation at PT. Aneka Coffee Industry?
4. How safety leadership affects motivation at PT. Aneka Coffee Industry?

5. How motivation affects safety performance at PT. Aneka Coffee Industry?
6. How safety culture affects safety performance through motivation at PT. Aneka Coffee Industry?
7. How safety culture affects safety performance through motivation at PT. Aneka Coffee Industry?

1.3 Objectives and Significances of the Study

1.3.1. Objectives of the Study

The objectives of the research are:

1. To find out the effects of the safety culture toward safety performance at PT. Aneka Coffee Industry.
2. To find out the effects of the safety leadership toward safety performance at PT. Aneka Coffee Industry.
3. To find out the effects of the safety culture toward motivation at PT. Aneka Coffee Industry.
4. To find out the effects of the safety leadership toward safety performance at PT. Aneka Coffee Industry.
5. To find out the effects of the motivation toward safety performance at PT. Aneka Coffee Industry.
6. To find out the effects of the safety culture toward safety performance through motivation at PT. Aneka Coffee Industry.
7. To find out the effects of the safety leadership toward safety performance through motivation at PT. Aneka Coffee Industry.

1.3.2. Significances of the Study

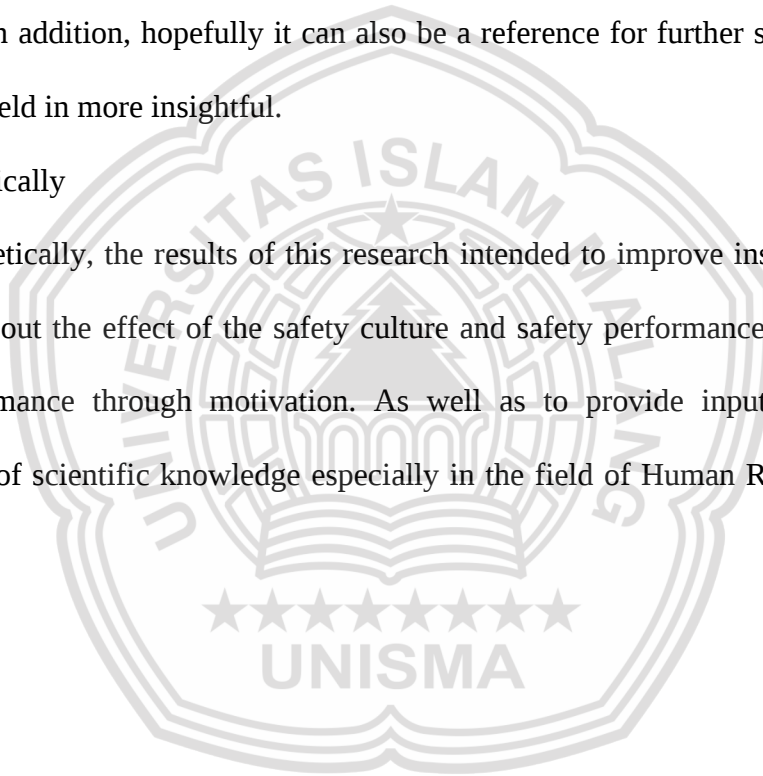
The significances that can be derived from this research are as follows:

1. Practically

Practically, the results of this research are expected to give information about the effect of the safety culture and safety performance towards safety performance through motivation and for further as the basic of one of the considerations in making Organizational decisions at PT. Aneka Coffee Industry. In addition, hopefully it can also be a reference for further studies in the same field in more insightful.

2. Theoretically

Theoretically, the results of this research intended to improve insight and knowledge about the effect of the safety culture and safety performance towards safety performance through motivation. As well as to provide input for the development of scientific knowledge especially in the field of Human Resources Management.



CHAPTER V

CONCLUSION AND SUGGESTION

4.1 Conclusion

Based on the results and discussion of the study about relationship between safety culture (X_1) and safety leadership (X_2) toward safety performance (Y) through mediating variable motivation (Z), several conclusions can be drawn as follows:

1. Safety culture has a significant positive effect toward safety performance at PT. Aneka Coffee Industry.
2. Safety leadership has a significant positive effect toward safety performance at PT. Aneka Coffee Industry.
3. Safety culture has a significant positive effect toward motivation at PT. Aneka Coffee Industry.
4. Safety leadership has a significant positive effect toward motivation at PT. Aneka Coffee Industry.
5. Motivation has a significant positive effect toward safety performance at PT. Aneka Coffee Industry.
6. Safety Culture has a significant positive effect toward safety performance when mediated through motivation at PT. Aneka Coffee Industry.
7. Safety leadership has a significant positive effect toward safety performance when mediated through motivation at PT. Aneka Coffee Industry.

4.2 Limitation of the Study

Based on the research has been conducted, there are several limitations as follows:

1. The distribution of questionnaires in this research was offline and there were respondents who were not at the location or were busy with work, so it takes time to wait for the data to be collected or was inefficient.
2. The object of this research is only in the scope of PT. Aneka Coffee Industry, so there is no comparative object in this research.

4.3 Suggestion

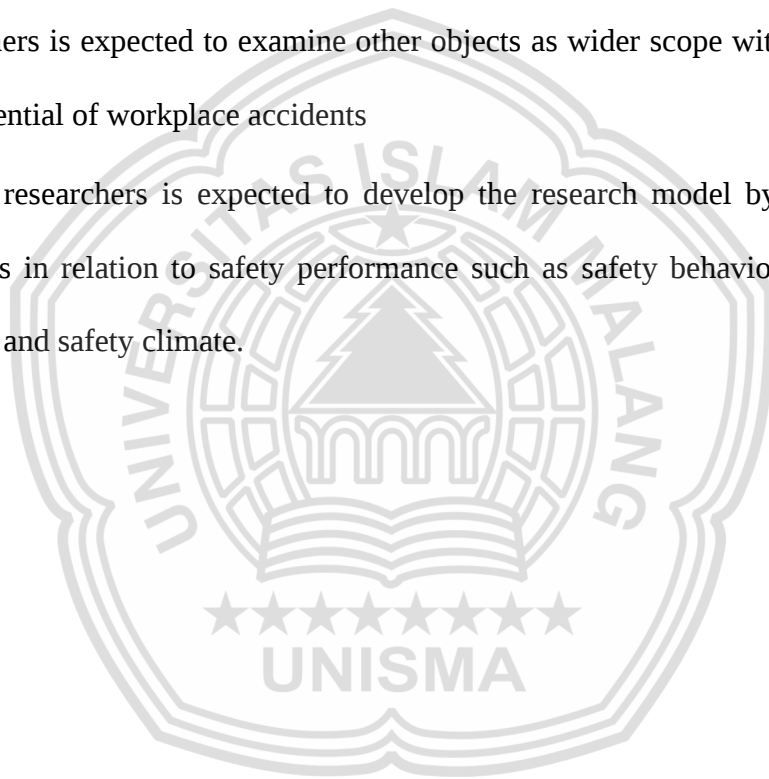
Based on the results of this study, several suggestions can be put forward as follows:

1. For companies
 - a. It is recommended for the company to pay more attention to improvements occupational health and safety so that employees feel more comfortable and safe while working. Improvements can be focused on occupational health and safety training programs such as providing employees with knowledge regarding prevention and first aid for work accidents periodically.
 - b. It is recommended for the company to improve the provision of personal protective equipment for employees such as helmets, goggles, earmuffs, masks, respiratory, gloves, safety vests, safety shoes, and etc.
 - c. It is recommended for the company to adding the number of hazard symbol or safety signs in the factory area such as slippery floors, slippery stairs, chemicals, noise levels, explosions, and etc.

d. It is recommended for the company to give a reward to employees who comply with the regulations in force in the company and for demonstrating exemplary safety performance, so that employees feel more appreciated for their efforts.

2. For further researchers

- a. This research was conducted at PT. Aneka Coffee Industry as a manufacturing sector in the food and beverage industry, so that further researchers is expected to examine other objects as wider scope with a high risk potential of workplace accidents
- b. Further researchers is expected to develop the research model by adding variables in relation to safety performance such as safety behavior, safety training and safety climate.



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