



WORK SAFETY CULTURE TRANSFORMATION AT PT SEMEN PADANG

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Abstract

The transformation of work safety culture as part of the organizational culture is the company's effort to prevent work accidents so that productivity can be optimized. PT Semen Padang has carried out a work safety culture transformation but still has weaknesses in each element of work safety culture which includes basic assumptions, behavior and organizational situations. This study aims to analyze, reveal the obstacles and efforts that can be made by PT Semen Padang in realizing the transformation of work safety culture. The research approach uses qualitative methods. The research informants were 13 people who were determined by purposive sampling technique. Data were collected by interview, observation and documentation studies and then analyzed using data reduction techniques, presentation of data and drawing conclusions as well as SWOT analysis. The transformation of the work safety culture at PT Semen Padang requires improvement so that it can run effectively. The obstacles encountered were in the aspect of consistency in carrying out policies related to the transformation of work safety culture by all lines within the company. The existence of employee motivation to have a better work safety culture and support from the parent company, namely PT Semen Indonesia Group is a factor that PT Semen Padang can optimize to carry out work safety culture transformation. The obstacles encountered were in the aspect of consistency in carrying out policies related to the transformation of work safety culture by all lines within the company. The existence of employee motivation to have a better work safety culture and support from the parent company, namely PT Semen Indonesia Group is a factor that PT Semen Padang can optimize to carry out work safety culture transformation. The obstacles encountered were in the aspect of consistency in carrying out policies related to the transformation of work safety culture by all lines within the company. The existence of employee motivation to have a better work safety culture and support from the parent company, namely PT Semen Indonesia Group is a factor that PT Semen Padang can optimize to carry out work safety culture transformation.

Keywords: *Transformation; Organizational Culture Transformation; Work Safety Culture.*

1. INTRODUCTION

Work safety culture is part of the organizational culture (Blair, 2003) With a good safety culture, a company can prevent work accidents so that organizational productivity can be optimized. In Indonesia, the number of work accidents that occur every year is still relatively high. In 2017 Employment BPJS recorded 123,042 work accident cases. This figure increased in 2018 to 173,415 cases. In 2019 there were 155,327 work accident cases. In 2020, in terms of quantity, the number of work accidents has decreased as a result of the pandemic which has slowed activities in the industrial sector, but work accidents that have occurred still touch the thousands, namely 153,044 cases. This condition received serious attention from the government, various policies were issued to reduce the number of work accidents. Law No. 1 of 1970 concerning Occupational Safety and its derivative regulations have been made as a reference for the application of occupational safety in Indonesia, but their application is still not optimal. The factor that causes the high number of work accidents is due to the lack of implementation of a work safety culture. The aspects of basic assumptions, behavior and organizational commitment related to work safety have not experienced significant development.

There are 3 dimensions that make up a work safety culture, namely personal, organizational behavior and situations (Cooper, 2000). To create a better safety culture, companies need to

transform the three elements that make up the safety culture. PT Semen Padang is a State-Owned Enterprise (BUMN) operating company engaged in the cement industry. This company has a work area with a high potential for danger originating from factory production equipment with large and complex capacities. To prevent work accidents, PT Semen Padang has carried out a transformation of work safety culture through the implementation of various programs, however, from observations and initial interviews, weaknesses were still found in each aspect of work safety culture. On the personal dimension in the form of basic assumptions, values, knowledge and motivation as well as employee expectations, it was found that employees thought that applying safety rules was not very important and was even considered to be slowing down work. When you are about to do a high-risk job, the worker still ignores the safety equipment that should be used on the grounds that this work is usually done and is considered harmless. Even if a small mistake occurs, it can endanger the safety of the worker.

For the behavioral dimension, there are still PT Semen Padang employees who often take unsafe actions. Unsafe behavior that is often found is indiscipline in using Personal Protective Equipment (PPE) in the form of safety helmets and safety shoes. Even though these two tools must be used by everyone who enters the PT Semen Padang factory area. In addition, unsafe behavior can also be seen from employees who smoke in areas where smoking is prohibited. Signs prohibiting smoking have been installed in the area because it has the potential to cause a fire which could endanger people and factory operations. Furthermore, in the dimensions of the work environment situation, it is known that PT Semen Padang has implemented an Occupational Health Safety Management System (SMK3) as the basis for managing work safety in the company. The detailed rules of SMK3 are also made in the form of procedures and work instructions. However, in its implementation, there are still situations and work environment facilities that do not comply with work safety regulations, such as the unavailability of a proper work floor (platform) for employees who have to work in equipment in high positions. Management's commitment to providing these facilities reflects the level of work safety culture at PT Semen Padang.

To achieve a better level of safety culture implementation, PT Semen Padang needs to take an action that is able to change the work safety culture to be better as a whole both from the current conditions both in terms of input and output. This can be done through the transformation of work safety culture. Research on the transformation of work safety culture is still rare. From the writings that the authors have observed, it can be seen that the topic of work safety is widely discussed from the aspect of public health which discusses technical matters regarding the implementation of work safety provisions. Meanwhile, the topic regarding the transformation of the work safety culture itself will certainly be more interesting and relevant if it is studied in the field of social sciences, especially regarding organizational culture. The novelty of this paper can also be seen from the bibliometric analysis conducted on "safety culture transformation" using the VOSviewer application, the results of which are shown in the following figure :

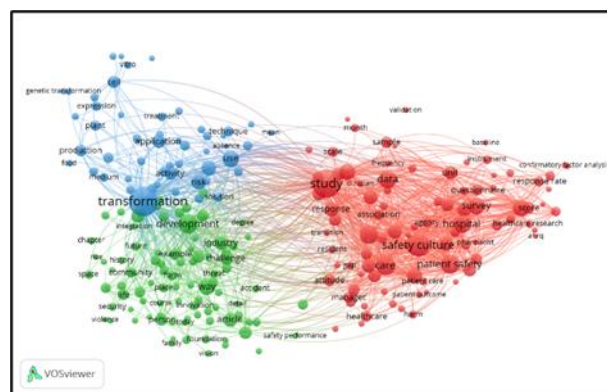


Figure 1 Bibliometric analysis of safety culture transformation



Based on this, the authors are interested in conducting research entitled "Transformation of Work Safety Culture at PT Semen Padang" which aims to analyze, uncover obstacles and efforts that can be made by PT Semen Padang in realizing the transformation of work safety culture.

1.1 State Owned Enterprise Transformation Concept

SOEs must use resources effectively both in terms of nature, function and process in achieving the main objectives of a public organization that focuses on community service. Winarno inside Marbun et al., (2020) argues that the transformation of SOEs must include several important components which are the key to achieving goals, which include:

- Organizational Culture

Culture/culture in an organization is the norms of behavior and values that are understood and accepted by all members of the organization and are used as the basis for the rules of behavior within the organization. An example is the company's vision and mission of a company, where every employee must work to achieve the company's vision.

- Organizational structure

Organizational structure is a formal pattern of grouping people and jobs, activities and relationships between various organizational sub-units which are often depicted through organizational charts. An example is changing the structure into a functional structure that focuses on the work focus of each chart and division.

- Human Resources (HR)

Human resources are productive individuals who work as a driving force for an organization, both in institutions and companies that have the function of being an asset so that their abilities must be trained and developed. For example, providing training to develop the capacity of each individual or finding new employees according to their capacities and competencies.

- Financial Resources

The financial plan is the management of the funds needed by the company in terms of incoming and outgoing cash flows, as well as the most appropriate sources and uses of funds. For example, the finance manager plans the allocation of funds, both in terms of company capital and debt, so that the company can continue to operate.

- Marketing

Marketing is a total system of business activities designed to plan, determine prices, promote and distribute goods that can satisfy wants and reach target markets and company goals. For example, SOEs provide a good image through the public about the products and services provided, including service product or service innovations.

- Technology

Technology is the overall means of providing goods needed for the continuity and comfort of human life. For example, the development of Indosat's internet connection with the launch of the Palapa satellite.

- operational

Operational is the formulation of the scope of how to carry out work activities. For example, a division performs each of its duties without any imbalances in work and in accordance with the focus of each work.

1.2 Work Safety Culture Concept

According to Turner in Sholihah & Kuncoro (2014) Work safety culture is an effort to minimize work accidents that are likely to be experienced by workers and other people. Occupational safety culture is closely related to a set of beliefs, norms, rules, technical and social behaviors and practices. Indicators that can be seen in safety culture as a form of organizational culture are as follows: psychological aspects of workers towards work safety, aspects of worker safety behavior and situational or organizational aspects related to work safety (Sholihah & Kuncoro, 2014). Occupational safety culture originates from a unity of three aspects, namely, work

safety values and work safety perceptions of each worker, daily aspects of worker safety behavior, as well as organizational aspects and work safety management in the company.(Sholihah & Kuncoro, 2014). Cooper (2000) provides a 3-dimensional description of a work safety culture model that is related to one another. Namely environment, individual and behavior. Figure I is an illustration of Cooper's Reciprocal Safety Culture Model and an illustration of the three dimensions defined, measured and linked to work safety culture.

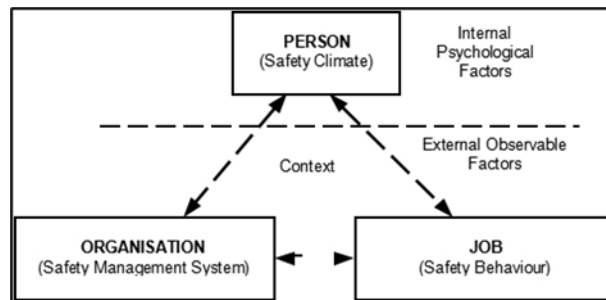


Figure 2 Cooper's Reciprocal Safety Culture Model

In detail, the views and attitudes of workers regarding work safety, a reflection of workplace safety culture is a picture of the safety climate that can be measured by conducting a questionnaire. Safety related behavior (safe or unsafe) reflects workers' involvement or concern with safety and that can be measured by taking behavioral sampling. While environmental aspects (referring to all organizational aspects in the Safety Management System) such as what the company/organization has regarding work safety, for example work safety management systems, standard operational procedures (SOP), work safety committees, equipment, work environment, and so on can be measured by means of audits or inspections.

1.3 SWOT Analysis concept

SWOT analysis is a way to use the strengths and opportunities possessed by an organization by reducing weaknesses and threats simultaneously. SWOT analysis is a study technique that is carried out on internal conditions and external conditions (Rangkuti, 2013). Internal conditions, namely strengths and opportunities, strengths are the advantages possessed by the organization to achieve its goals. While opportunities are conditions that benefit the organization to make it easier to achieve goals. External factors, namely weaknesses and threats, weaknesses are deficiencies that are owned by the organization to achieve goals. While threats are problems faced by organizations in achieving goals(Valentino & Alhadi, 2019).

Table 1 SWOT analysis

	Internals	Strength (Strengths-S)	Weakness (Weaknesses-W)
external			
	Opportunity (Opportunities-O)	SO strategy	WO strategy
	Threat (Threats-T)	ST Strategy	WT Strategy

Based on the table above, it can be noted that the SO strategy empowers capabilities by measuring advantages, WO empowers deficiencies and pays attention to advantages, ST is empowering capabilities and seeing threats, WT empowers deficiencies and seeing threats.



2. IMPLEMENTATION METHOD

The research approach uses qualitative methods. There were 13 research informants who were determined using a purposive sampling technique which included the Commissioner of PT Semen Padang, the Director of Operations, the Head of the Human Resources Unit, the Head of the Management System Unit, the Head of the Unit, the Head of the Operational Section, Supervisors to the implementing staff. The data obtained is in the form of an overview of the transformation of work safety culture as well as the constraints and efforts made by PT Semen Padang in carrying out the transformation of work safety culture which were collected by interview, observation and documentation studies and then analyzed using data reduction techniques, data presentation and drawing conclusions as well as SWOT analysis

3. RESULTS AND DISCUSSION

3.1 Safety Culture Transformation at PT Semen Padang

PT Semen Padang has implemented various policies and programs in order to transform the work safety culture within the company. This activity is an effort to increase the level of occupational safety culture which includes the three dimensions of occupational safety culture, namely the personal dimension, behavior and organizational situation. For the personal dimension, PT Semen Padang carries out activities aimed at building basic assumptions, values and employee perceptions that prioritize work safety in work activities. This activity is in the form of internalizing work safety culture to all lines within the company which is led directly by the top management of the company which is known as the safety leader talk event, this activity is carried out every two months. At work locations internalization of work safety culture is also carried out in the form of safety talks or tool box meetings which are held just before starting a job. However, there are still employees who are inconsistent in implementing work safety rules and think that work safety is only the responsibility of the SHE unit.

To carry out the transformation of work safety culture in the behavioral dimension, PT Semen Padang held work safety training by compiling a training need analysis (TNA) which required every working personnel to have received work safety training. The form of training can be in the form of internal training on job training and also certification carried out by authorized institutions. PT Semen Padang through the Safety Health & Environment (SHE) Unit routinely conducts field inspections to ensure that the behavior of workers is in accordance with work safety regulations, sanctions are imposed on violations found so that these violations do not recur. In the organizational situation dimension, PT Semen Padang implements an Occupational Safety & Health Management System as stipulated in Government Regulation no. 50 of 2012 and International Standardization Organization (ISO) 450001 whose implementation effectiveness is always controlled through annual audits, but the results of the 2022 audit still found 22 findings with an achievement of only 87.95%. The need for equipment to support work safety in the field is also a concern for the company, which can be seen from the existence of an annual budget and capital expenditure (Capex). Not all budget submissions were approved, especially the Capex budget submission so that the planned work program had to be delayed.

3.2 SWOT Analysis of Transformation of Occupational Safety Culture at PT Semen Padang

SWOT analysis is used to identify four main factors that influence the transformation of work safety culture at PT Semen Padang which include:

- Strength

Strength is the advantage that PT Semen Padang has that comes from internal company. Based on the author's findings, the strength that PT Semen Padang has in carrying out the transformation of safety culture is management's commitment to improving work safety conditions as evidenced by the issuance of the company's work safety policy. Second, PT Semen Padang has many employees who are competent and understand work safety and have occupational safety certificates such as general occupational health safety experts issued by the ministry of manpower.

These personnel do not only come from the SHE unit but are also spread across various work units. The third strength is the existence of the Semen Padang Management System (SMSP), which is a document that elaborates all the management systems required for the company. The SMSP, which was later developed in the form of work procedures and instructions, is a guideline for carrying out company operations, including work safety aspects. Then the fourth strength is the motivation of employees to have a better work safety culture so that they will support if there is a change for the better

• Weaknesses

Weaknesses are defined as PT Semen Padang's internal deficiencies in transforming a work safety culture. The first drawback can be seen from the weak consistency of each line within the company to implement work safety policies and some even think that work safety is the duty of the SHE unit so they don't want to be involved and can even hinder the implementation of programs related to the transformation of work safety culture.

• Opportunities

Opportunity is an opportunity owned by PT Semen Padang to carry out a transformation of work safety culture that comes from outside the company. The opportunity that is owned is the inclusion of PT Semen Padang in the PT Semen Indonesia Group holding company which provides support for improving work safety culture. PT Semen Indonesia also oversees another cement company that has successfully transformed its work safety culture, namely PT Solusi Bangun Indonesia. These conditions allow PT Semen Padang to adopt best practices regarding the transformation of work safety culture.

• Threats

Threats are obstacles to transforming the safety culture experienced by PT Semen Padang from outside the company. These obstacles come from contractor companies carrying out work at PT Semen Padang. The company has a workforce with minimal safety culture. It is recorded that contractor companies commit the most safety violations and often experience work accidents. This has affected PT Semen Padang's efforts to transform a work safety culture.

The following is a SWOT analysis of the Work Safety Culture Transformation at PT Semen Padang

Table 2 SWOT Analysis of Work Safety Culture Transformation

Strengths (S)	Weaknesses (W)
<ul style="list-style-type: none"> • Management commitment of PT Semen Padang • Employee safety competence • Semen Padang Management System • Motivate employees for a better safety culture 	<ul style="list-style-type: none"> • Weak consistency at every line within the company to implement work safety policies • Budget limitations
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> • Holding company management support • Adopt best practices 	<ul style="list-style-type: none"> • Minimal contractor work safety culture



From the matrix above, the efforts that can be made by PT Semen Padang are determined to overcome obstacles that hinder the transformation of work safety culture which can be explained in the following table:

Table 3 Efforts Made by PT Semen Padang for the Transformation of Work Safety Culture

	Strengths (S)	Weaknesses (W)
Opportunities (O)	<p>SO strategy</p> <ul style="list-style-type: none"> Empower personnel competence to realize the company's work safety policy Adopt best practices by optimizing the motivation of employees who want to improve safety culture 	<p>WO strategy</p> <ul style="list-style-type: none"> Provide specific performance targets for work safety aspects for each line within the company Submit a detailed and informative request for additional budget to the management of the holding company
Threats (T)	<p>ST Strategy</p> <ul style="list-style-type: none"> Optimize SMSP to regulate compliance with work safety regulations for contractors working within PT Semen Padang 	<p>WT Strategy</p> <ul style="list-style-type: none"> Implement strict rules against contractors by imposing sanctions if they commit violations

From the description above it can be concluded that PT Semen Padang can take efforts to transform the work safety culture as follows:

- PT Semen Padang creates and empowers employees who are competent in the aspect of work safety by making effective references and division of work to realize programs for the transformation of work safety culture
- Maintain and increase the motivation of employees who wish to improve their work safety culture through visits and discussions with companies that are experienced and have best practices

- Providing work safety culture performance targets for each line of the company and continuously monitoring these targets along with sanctions if they are not achieved and rewards if the achievements are satisfactory
- Improving the Semen Padang Management System (SMSP) which includes strict rules regarding the contractor's work safety culture
- Develop a work plan for transforming a work safety culture that is systematic and comprehensive and campaigned as the company's flagship program that is fully supported by management both morally and materially

4. CONCLUSION

The transformation of the work safety culture at PT Semen Padang has not run optimally which can be seen from the existence of weaknesses in every dimension of safety culture, namely the personal dimension, behavior and organizational situation. PT Semen Padang has the ability to overcome the obstacles encountered in carrying out work safety culture transformation by optimizing management support through systematic and comprehensive work plans, employee motivation and competency as well as adopting work safety culture transformation practices that have been successfully implemented in other companies.

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