

Building an Occupational Safety Behavior in an Organization

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ABSTRACT

This research discussed human resources development with occupational safety behavior. The role of each category was in accordance with occupational safety behavior and employee job satisfaction. The researchers used a systematic search methodology by identifying articles related to employee occupational safety behavior and the factors that could influence it. Factors that influenced occupational safety behavior included motivation, occupational safety behavior, leadership, and job satisfaction. This research contributes to the development of human resources in the workplace in the form of employees' safety interests. The results show the importance of implementing occupational safety behavior in an organization. It can be an implementation of human resource development. Factors that can be considered in occupational safety behavior are motivation, leadership, and job satisfaction. Therefore, it is necessary to determine the workplace of employees in an organization. It is to ensure the safety of employees by taking organizational safety procedures for employee satisfaction.

Keywords: occupational safety behavior, human resources development, employee performance

INTRODUCTION

Human resources are important factors in the organization. It can be developed by occupational safety behavior. The importance of occupational safety behavior in organizations can drive performance achievement (Wibowo & Utomo, 2016). Thus, it is necessary to look at the factors that influence it. Some studies describe factors that indicate occupational safety behavior, namely motivation (Amalia & Fakhri, 2016), work safety climate (Zohar, Huang, Lee, & Robertson, 2014), and job satisfaction (Astuti & Iskandar, 2015). The factors that affect occupational safety behavior can improve employee performance in completing work (Khan, Ghazali, & Isha, 2014).

The factors affecting occupational safety behavior can be seen in some theories. However, some companies have not applied it and show a lack of understanding about its importance at work. It is shown by the number of increasing occupational accidents. It can define the factors affecting occupational safety

behavior of the employee. It becomes the basis in the use of it in an organization.

Wibowo and Utomo (2016) argued that occupational safety behavior had a significant effect on performance. It showed that it became the consideration in improving the performance in an organization.

International Labor Organization (ILO) presented data that Indonesia obtained about 99.000 work accidents per year. From those numbers, about 70% caused death and disability (Huda, Sukmawati, & Sumertajaya, 2016). Badan Penyelenggara Jaminan Sosial (BPJS - Social Security Administrator for Health) explained that there was an enhancement of work accident level in 2016 of 971 billion and 2017 of 792 billion. Moreover, Ozolina-Ozola (2014) explained that occupational safety behavior was one of the categories in human resources management. Sedarmayanti (2016) stated that human resources played an important role in a company. In this case, it was about the development of human resources related to occupational safety behavior during working.

Every year, an accident occurs at workplaces. It causes casualties, material damage, and production disruptions. According to Jaminan Sosial Tenaga Kerja (Jamsostek - Employees Social Security System), from 65.474 accidents, 1.451 people die, 5.326 are disabled, and 58.697 get hurt. From the data, the Jamsostek members are around 7 million or 10% of the total workers in Indonesia. Thus, the numbers of accident reach 930 events for every 100.000 workers every year. Based on this, the need for occupational safety behavior to create a safe workplace for employees is required to increase employees' job satisfaction. As mentioned before, the number of work accident is high enough. It tends to increase every year. It is the apprehensive phenomenon of working in this country. The use of occupational safety behavior can decrease the number of work accidents in an organization (Pratama, 2015).

The topic of this research is occupational safety behavior, and the limitation is about safety, work accident, and the effect of each factor. Occupational safety behavior is important for the company because the impact of work accident does not only injure the employee, but it also harms the company. A good company is a company which maintains occupational safety. Healthy employees will work productively, so it is expected that employees' productivity is increased. Then, it will support the achievement of the company's goals in increasing production.

The researchers interpret that the importance of occupational safety behavior in an organization needs to be conducted to improve employees' job satisfaction. Occupational safety behavior is one of the factors in shaping good human resources. In this case, it can be defined that the role of human resources development in occupational safety behavior plays an important role in the implementation of an organization. Mohammadfam, Ghasemi, Kalatpour, and Moghimbeigi (2017) mentioned that increasing occupational safety behavior had nine concepts. Those were work commitment, environment, management safety system, the participation of employee, the knowledge of safety, safety attitude, motivation, resource allocation, and work pressure. Human resource development needs to be conducted because of the importance of the concept in occupational safety.

This research aims to explore human resource development in occupational safety. In particular, a review of occupational safety behavior related factors in an organization. This article can be the basis of research on the importance of occupational safety behavior in developing human resources. The goal of this research is to find out organizational factors that are important in influencing occupational safety behavior. Implications of this finding are used further to measure and investigate the role of organizational factors as integral safety intervention feature.

METHODS

The research uses a systemic search

methodology by identifying articles related to occupational safety behavior. It is based on an in-depth literature review of occupational safety behavior and the factors that influence it. The research question is what the factors of occupational safety behavior in creating employee job satisfaction are. This research is conceptual and aims to describe a theory-based framework to encourage further empirical research.

Database of the last ten years (2008 - 2018) are used. It uses the following keywords: occupational safety behavior, employees' job satisfaction, and factors that affect occupational safety behavior on Google Scholar with 20 articles. The database is from national and international journals. Then, the articles obtained related to keywords are identified. Researchers identify the use of classification based on factors that affect occupational safety behavior. Then, the results of the review can be information for further research.

RESULTS AND DISCUSSIONS

The researchers present various articles identified from the literature review and summarize the findings related to the importance of occupational safety behavior and the factors that influence it. Occupational safety behavior is very important to be taught in the company to create a comfortable and safe work environment. The identification of influencing factors needs to be considered by the company in implementing occupational safety behavior. A literature review of the importance of occupational safety behavior and the factors that influence it is done by searching for national and international journals with a range of ten years. It aims to inform the last ten years of research, so it becomes a novelty of research at this time.

Occupational safety behavior is an important thing in the company. Thus, it needs to be applied in the training material of the organization (Jitwasinkul & Hadikusumo, 2011). It is the main thing in the organization and the quality of the company's work (Fugas, Silva, & Meliá 2012). Moreover, it can reduce the work pressure felt by employees. Therefore, organizations can implement it in both policies and rules in creating a culture. Individual occupational safety behavior can reduce work stress levels and improve emotional intelligence (Harsini & Ghofranipour, 2016).

Occupational safety behavior is relevant to safety. It can be conceptualized in the same ways of other work behaviors which establish work behavior. Occupational safety behavior is conducted in the workplace to prevent work accident (Agiviana & Djastuti, 2015). Thus, it can decrease work accident in work environment. In addition, it can also be done to prevent danger to other people so that workplace accidents do not occur. For companies, safety promotion media are needed. It can be better understood, and they can broaden the knowledge of employees about the importance of occupational

safety behavior.

Therefore, occupational safety behavior can be defined as behavior with safety, which is conducted while working. It is done by the compliance and participation of employees in an organization. Occupational safety behavior assessment can be carried out to what extent the company applies it.

Aryatiningsih and Husmaryuli (2016) explained that an unexpected situation could cause damage. This condition caused the consequences of increasing work intensity. Thus, it increased work accident in work environment. It could be decreased by applying safety behavior at work in an organization (Pratama, 2015). The employee can realize the importance of occupational safety behavior in decreasing work accident. Based on the interpretation of experts about work accident, to prevent work accident, it can apply occupational safety behavior. It is also shown that occupational safety behavior is also the anticipation of a work accident. If the application is good, it will generate good result in the organization toward work accident.

Some factors affect occupational safety behavior. First, it is motivation. Huda *et al.* (2016) defined that, "Motivation was a power which was characterized by effective encouragement and reactions to achieving goals." Human behavior oriented to the motivation can be a factor in achieving organizational goals. According to Setiawan (2015), the motivation of employee work can be the cause of success in achieving organizational goals in the form of improving employee performance. The concept of motivation is needed because it is closely related to individual needs to do something or the emergence of encouragement. It leads to repetitive behavior and becomes a behavior of the individual.

Regarding the motivation of occupational safety behavior, Chen and Chen (2014) stated that it affected directly in occupational safety behavior either in group and individual. Moreover, it is explained that the need for safety is also defined as an important determinant of performance. Work safety motivation refers more to the desire of individuals to conduct safety behaviors in work. Then, it can be increased along with employees' perceptions of the work safety climate. The results that support this statement are Huda *et al.* (2016). They stated that there was a significant relationship between motivation and work safety behavior of employees. In addition, Sidanti (2015) supported the results by stating that work safety motivation was one of the performance factors that had an impact on work safety requirements.

According to Irlianti and Dwiyantri (2014), not conducting safety behavior at work is because of ignorance and inability to behave the same. Therefore, work motivation of employee can be an important factor in implementing safety behavior because motivation can arouse an individual's desire to carry out it. Employees' motivation can be a supporting factor in employees' work behavior because it is related to the desire of employees to implement

safety behavior. This can be a way of decreasing work accidents. Employee safety behavior can be an employee's compliance behavior in an organization to create a work environment with low work accidents.

In its implementation, occupational safety behavior must be based on employees' motivation in carrying out the programs in the workplace. Employees' behavior is important in the work environment. Therefore motivation can be the main factor in implementing occupational safety behavior. The level of work safety is one of the factors in physical ability. It concerns the quality of physical ability related to employees' motivation. In this case, work safety activities that are influenced by employees' motivation can influence the company's objectives by increasing individual performance and affecting overall organizational performance (Setiawan, 2015).

Motivation can also be a foundation for doing work. The employees as implementers always try to do their best. They are also willing to spend extra time and effort to do their jobs. Thus, occupational safety behavior can run well. On the contrary, if employees have low motivation, it can reduce occupational safety behavior and affect organizational performance. Therefore, organizations need to pay attention to work safety motivation to get better results.

Second, there is leadership. Huda *et al.* (2016) stated that a leader had safety leader characteristic. He/she would improve safety behavior at work of the employee. The behavior and action basically could be understood as two different things, but they were related to each other. It focused on completing the task (task/production-centered) and the effort of development toward personnel (people/employee-centered).

In this case, leadership affects the work safety of the employee. The use of safety behavior depends on the leader who convinces employees to follow occupational safety behavior. The leader directs the employee and gives an understanding of the importance of the employee's safety behavior to achieve the goals of the organization's in certain circumstances. Christian, Bradley, Wallace, and Burke (2009) supported the theory of the influence of leadership on employees' safety. They explained that the leadership had a positive effect on work safety climate. In addition, Huda *et al.* (2016) also explained that leadership had a positive effect on employees' safety behavior. This is also in line with Brown, Subramaniam, and Ali (2017). They stated that the leadership style in an organization could determine the work safety climate and direct the occupational safety behavior of employees in the work environment.

When the employees feel leaders pay attention to their welfare, the employees will show good performance. Therefore, leadership can create social interaction and reciprocity with one another. In particular, the leadership style can positively provide social and psychological support to the employees in implementing occupational safety behavior (Brown *et al.*, 2017).

Third, it is work safety climate. It becomes the most important way of preventing work accident and the basic in applying work safety at work (Khandan, Maghsoudipour, Vosoughi, & Kavousi, 2013). This research explains more in-depth that there is a positive contribution to the work safety climate in an organization in reducing work accidents and the number of injured employees. This can support the implementation of safety behavior at work in the presence of a work safety climate in an organization. Mediation of work safety climate and knowledge of safety in the framework provides an individual process. It links the work safety climate with specific work outcomes.

Those results support the research conducted by Huda *et al.* (2016). They also explained that employees' work safety climate had a significant effect on safety behavior at work. Then, Bronkhorst and Vermeeren (2016) stated that the work safety climate led to health and organizational performance. Thus, it was important to pay attention to occupational health. The importance of occupational health of employees resulted in the need for occupational safety behavior in an organization because it improved work safety in the presence of a work safety climate in an organization. Moreover, the work safety climate is considered by the employee as a priority in an organization. It is associated with occupational safety behavior (Huang *et al.*, 2016).

The work safety climate that is formed to comply with work safety procedures and rules can be the basis for employees to shape occupational safety behavior. Employees who participate in the process and rules relate to occupational safety behavior and reduce the risk of work accidents (Brown *et al.*, 2017).

Based on the theory mentioned, safety behavior at work tends to be accompanied by the application of attitude. It plays an important role in decreasing the work accident. Thus, it needs a program which can prevent the accident or decrease the possibility of accident for the employee, namely occupational safety behavior. It aims to protect the employee in carrying out their work and increasing production and productivity. It ensures the safety of employees in the work environment. Moreover, the source of production is maintained and used safely and efficiently.

Fourth, there is a relation between work safety and job satisfaction. Work safety supports employee to work well. The availability of security equipment can help employees to work safely. This safety can help employees to protect themselves from the possibility of being exposed to an illness. Moreover, maintaining physical health also needs to be considered. Therefore, there is no pressure during work. Bergheim, Nielsen, Mearns, and Eid (2015) explained that work safety affected job satisfaction. Thus, the existence of work safety could improve individual performance along with the job satisfaction of employees. A safe work environment created a sense of security, and employee job satisfaction increased. Indrawati, Satrya, and Dewi (2017) also stated that work safety affected

job satisfaction significantly. It made employee job satisfaction higher.

The indicators used contain comfortable conditions, accident prevention activities, the creation of a healthy work environment, and good health services. This study also explains that employees' safety is the most important thing in job satisfaction in an organization. The result is in line with Çetinkaya and Aras (2017) who explained that work safety was important factor in increasing job satisfaction by decreasing work stress levels.

In addition, Mohd-Shamsudin, Subramaniam, Alshuaibi, and Bachkirov (2015) mentioned that in occupational safety behavior, there were reports that represented proactive behavior. Thus, employees had a safe work environment so that job satisfaction can be achieved. Huang *et al.* (2016) also explained that work safety is related to job satisfaction and turnover rates. Job satisfaction was a mediator in creating good human resources with work safety among individual employees.

Organizations can provide opportunities for achievement to job satisfaction. To make employees satisfied in working, the company can maintain the health and safety of employees. In this case, employees' safety is an important key to job satisfaction. It can help in achieving company goals. Occupational safety must be a priority for organizations for employees who have high-risk jobs. Work safety is regulated in laws, but the organization that applies it is not many. Therefore, work safety programs need to be considered to improve employees' safety.

With good work safety by the company, it can make employees feel safe and comfortable so that it can encourage employees in carrying out work (Indrawati *et al.*, 2017). In implementing occupational safety behavior for employees, it aims to make employees calm so that it will affect employees' job satisfaction. If the organization manages good occupational safety behavior, it can guarantee employment for employees. With occupational safety behavior, employees feel appreciated by the company. Thus, it can drive employee morale in completing work and increase employee job satisfaction. Job satisfaction can also be an incentive for employees to do work or complete work.

Indrawati *et al.* (2017) explained more deeply that the application of occupational health and safety had a significant influence on job satisfaction. This shows that the better the application of work safety programs in an organization is, it can increase the level of job satisfaction. If an organization pays attention to safe working conditions for its employees and carries out activities in preventing work accidents, employees will contribute to the program and have a sense of security and comfort. The effect is that employees can always satisfy working. A comfortable workplace can create working conditions with guaranteed security and provide satisfaction for employees.

The importance of safety behavior is the solution to human resources problems by building

and demonstrating effective behavior change in human resource management. Occupational safety behavior has a significant influence on work safety. Thus, it needs to be implemented to achieve adequate performance and reduction in workplace injury and illness. It also reduces financing for work accidents. In addition, reduced costs can be an investment in increasing payments for human resources with improved performance.

CONCLUSIONS

Four factors can influence occupational safety behavior. Those factors are motivation, work safety climate, leadership, and job satisfaction. They have relevance to one another. It explains the importance of occupational safety behavior in an organization and needs to be applied to the effectiveness of the employees.

The action which can be carried out is by applying occupational safety behavior in the company to decrease work accidents. The important role of occupational safety behavior can help the company's goals by creating a good workforce. It is because human resources are an important factor in a company to run the company and in achieving company goals.

Occupational safety behavior can lead to employees' job satisfaction. The workplace that creates a work safety climate can provide a sense of safety for employees in completing their work. This feeling of safety makes employees feel job satisfaction. Therefore, with increasing satisfaction, job satisfaction has an impact on improving organizational performance.

The literature review on occupational safety behavior can also be related to human resource management and its development. This research is an answer to the factors that can affect occupational safety behavior. For further research, it can consider empirical research to explore and examine the relationship of factors that affect occupational safety behavior. It can be input for organizations to develop human resources in an organization.

Therefore, causal models can be proposed by formulating factors that influence work safety by analyzing their statistical effects. The influence or causal relationship can use a quantitative approach, such as Structural Equation Modeling (SEM). For example, SEM determines the effect of each variable that is previously used as correlation. Thus, an approach can be made with available data. The results of the study can be considered in carrying out good occupational safety behavior. The results and further explanations can provide strategies and managerial implications regarding the factors studied.

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