



The Relationship Between Factors Forming Work Safety Culture And Safety Behavior At Pt Dok Dan Perkapan Surabaya Hull Construction Unit

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Abstract

Construction is a high-risk activity that can lead to accidents. Workplace accidents can be caused by unsafe behavior. One way to reduce workplace accidents is by establishing a safety culture. A safety culture can be formed through the presence of factors that shape a safety culture. This study aims to examine the relationship between factors that shape a safety culture and safety behavior. This study is descriptive, observational, and uses a cross-sectional design. The population in this study was 73 respondents, and data were collected using a questionnaire. The independent variables were management commitment, occupational safety and health regulations and procedures, communication, competence, worker involvement in occupational safety and health, and the worker's social environment, while the dependent variable was safety behavior. the results showed that factors that shape a safety culture with a strong but weak relationship to safety behavior were management commitment, occupational safety and health regulations and procedures, and worker involvement. Factors that shape a safety culture that have a strong relationship to safety behavior were communication ($c = 0.414$) and the worker's social environment ($c = 0.477$). It is recommended that companies optimize safety culture through communication and the social environment of workers by holding safety talks and safety inductions.

Keyword: safety behavior, safety culture, safety talk and safety induction





INTRODUCTION

Construction is a high-risk activity and can lead to various undesirable impacts, particularly in terms of occupational safety. These impacts can include damage to equipment, damage to the surrounding environment, and even loss of life. Even competent workers on construction projects are susceptible to workplace accidents (Moon, 2024a).

Data from the Social Security Agency (Jamsostek) shows an increase in workplace accidents over the past four years, from 2022 to 2025. In 2025, the number of workplace accidents reached 98,711. A total of 6,647 (6.73%) workers suffered disabilities, and 2,191 (2.22%) workers died. In 2022, at least 65,000 workplace accidents occurred. However, this figure is believed to represent only around 50% of the actual number of incidents, as the data is based on claims filed with Jamsostek. The largest contributor to work accidents comes from construction activities, which account for 30% of the accident figures (Mohamed, 2025).

Workplace accidents are caused by two groups. The first group is mechanical and environmental factors (unsafe conditions), while the second group is human factors (unsafe actions). Several studies have shown that human factors play a crucial role in the occurrence of workplace accidents, accounting for between 80 and 85% (Peatie et al., 2024).

A worker who commits an unsafe act has a background as to why they committed the unsafe act. Human behavior is a reflection of various psychological conditions such as knowledge, desires, interests, emotions, will, thinking, motivation, perception, attitudes, reactions, and so on (Kuzmina & Searle, 2024).

Three factors influence individual behavior. The first factor is predisposing factors, encompassing knowledge, attitudes, habits, social norms, worker involvement, communication, and other elements within the individual within society, which manifest in motivation. The second factor is enabling factors, encompassing community resources or potential, manifested in training, the availability of safety facilities or equipment, the physical environment, and the work environment. The third factor is reinforcing factors, encompassing the attitudes and behaviors of others, manifested in social support. Examples of reinforcing factors include management commitment, supervision, laws, regulations, and occupational health and safety procedures (Fan et al., 2024).

(Prenzler et al., 2025) stated that the main driver of unsafe acts and unsafe conditions is organizational factors. When linked to Green's behavioral theory, organizational factors indirectly cause workplace accidents by creating work environment factors (enabling factors) that trigger workers to commit unsafe acts (predisposing factors). This is illustrated by the lack of complete work safety equipment, such as personal protective equipment (PPE), so that





workers work without using PPE. Organizational factors can also directly undermine the effectiveness of the defense system, resulting in system failure (reinforcing factors), such as the lack of strict application of occupational safety and health regulations and procedures.

Controlling organizational factors requires a process with the help of four main managerial functions, namely POAC (Planning, Organizing, Actuating, Controlling). The POAC method is used to establish a system within the organization, in occupational health and safety known as the occupational health and safety management system. With the Occupational Safety and Health Management System, it can be used as a way to prevent workplace accidents caused by worker behavior through the existence of a safety culture implemented by all related parties. According to ACSNI, safety culture is part of the attitude, belief, and values (norms) of the organization on occupational safety and health. Safety culture is an attitude within the organization and individuals that emphasizes the importance of safety. Safety culture requires that all obligations related to safety must be carried out correctly, carefully, and with a sense of responsibility (Di Lillo et al., 2024).

(Fan et al., 2024) states that safety culture is an interrelation of three elements: organization, workers, and work. This shows that safety culture must be implemented by all available resources, at all levels, and not only applies to workers. Indicators of safety culture implementation depend on the organization's vision and mission. These indicators cannot be determined with a fixed principle because culture is an abstract thing, where each organization has a different culture. Safety culture is shaped by management commitment, regulations and procedures, communication, employee involvement, competence, and the social environment of workers, which can be seen from worker perceptions (Gozzi et al., 2025). (Kang, 2024) revealed that a good work safety culture can shape worker behavior towards work safety, which is manifested through safe behavior in carrying out work.

PT Dok dan Perkapalan Surabaya is a company engaged in shipbuilding construction, offering services such as ship repairs on floating docks, shipbuilding, and platform construction. Workplace accidents continue to occur annually at PT Dok dan Perkapalan Surabaya, with 19 accidents in 2021 and 9 in 2022. Given the high level of occupational risk, an effective safety culture is essential to reduce accidents.

The purpose of this study is to analyze the relationship between factors shaping a work safety culture (including management commitment, regulations and procedures, communication, employee involvement, competence, and the social environment) and occupational health and safety behaviors in the hull construction unit of PT Dok dan Perkapalan Surabaya.



METHOD

Based on its type, this research is an observational study. Based on the research location, this study is a field study conducted with a cross-sectional design, as observations were made at a specific point in time or period. According to the analysis, this study is descriptive, as it describes the condition of the object using qualitative analysis without hypothesis testing. The population in this study was all workers in the ship hull construction unit of PT. Dok dan Perkapalan Surabaya, and the research sample used the total population of 73 respondents.

The independent variables in this study include management, regulations and procedures, communication, competence, worker involvement in occupational safety and health, and the worker social environment. These variables were measured using a questionnaire using a Likert scale based on worker perceptions. The Likert scale used was as follows:

"Strongly Agree": Score 4

"Agree": Score 3

"Somewhat Agree": Score 2

"Disagree": Score 1

Worker perceptions were categorized into three categories: poor, good, and fair. The categorization was based on the number of questionnaire items and Likert scale scores ("Author(s): Alain Marchand, Marcel Simard, Marie-Claire Carpentier-Roy and François Ouellet," 1998).

The dependent variable in this study was workers' occupational safety and health behavior. Behaviors were categorized into three categories: poor, good, and fair. These categories were determined based on questionnaire scores. Data analysis used cross-tabulation, which was then narrated and compared with applicable theory. The strength of the relationship between variables was tested using contingency coefficients (Omidi et al., 2024).

RESULTS AND DISCUSSION

Factors Shaping Safety Culture and Management Commitment

Respondents' perceptions of management commitment were mostly in the good category (76.7%).

Occupational Safety Regulations and Procedures

Respondents' perceptions of occupational safety regulations and procedures were mostly good (76.7%).



Communication

Most respondents (78.1%) had a positive perception of the implementation of communication in the workplace.

Worker Involvement in Occupational Safety

The majority of respondents (52.1%) had a fair perception of worker involvement in occupational safety.

Worker Social Environment

Respondents' perceptions of the worker social environment were largely categorized as good (83.6%). In this study, the competency factor was not analyzed further because all workers had the same (good) perception of the competency variable.

Occupational Health and Safety Behavior

The majority of respondents (94.5%) categorized themselves as having good behavior.

The relationship between factors that form a safety culture and occupational safety and health behavior, the relationship between management commitment and occupational safety and health behavior

The percentage of respondents who behaved well was higher among respondents who had a good perception (96.4%) of management commitment compared to respondents who had a fairly good perception (88.2%). However, the results of statistical tests between the variables of management commitment and occupational safety and health behavior showed no relationship between the two variables.

The Relationship between Occupational Safety and Health Regulations and Procedures and Occupational Safety and Health Behavior

The percentage of respondents who behaved well was higher in respondents who had a good perception (97.9%) of occupational safety and health regulations and procedures compared to respondents who had a fairly good perception (88%). Towards occupational safety and health regulations and procedures. However, the results of the continuity correction statistical test between the variables of occupational safety and health regulations and procedures and occupational safety and health behavior showed no relationship between the two variables.



The relationship between communication and occupational safety and health behavior

The percentage of respondents who behaved well was greater in respondents who had a good perception (100%) of the communication establishment compared to respondents who perceived it quite well (75%). the results of the statistical test between the communication variable and occupational safety and health behavior showed that there was a relationship between the two variables, with a contingency coefficient (c) value of 0.414, meaning that the relationship between communication and occupational safety and health behavior was classified as quite strong as shown in table 1.

The relationship between worker involvement in occupational safety and health and occupational safety and health behavior

The percentage of respondents who behaved well was higher in the percentage of respondents who had a good perception (100%) of worker involvement in occupational safety and health, compared to the percentage of respondents who had a fairly good perception (89.5%). however, the results of statistical tests between the variables of worker involvement and occupational safety and health behavior showed no relationship between the two variables.

Table 1. Relationship between Respondents' Perceptions of Communication and Occupational Safety And Health Behavior in the Hull Construction Unit of PT Dok dan Perkapalan Surabaya

Communication	Pretty good		Good		Total	
	n	%	n	%	n	%
Pretty good	4	25	12	75	16	100
Good	0	0	57	100	57	100
Total	4	5.5	69	94.5	73	100

The relationship between workers' social environment and occupational safety and health behavior

The percentage of respondents who behaved well was higher among those with a good perception (100%) of the workers' social environment, compared to those with a fairly good perception (66.7%).

The results of the statistical test between the worker's social environment variable and occupational safety and health behavior indicated a relationship between the two variables,

with a contingency coefficient (c) value of 0.477, indicating a fairly strong relationship between the social environment and occupational safety and health behavior, as shown in table 2.

This study indicates that respondents' perceptions of factors shaping a safety culture, consisting of management commitment, regulations and procedures, communication, worker involvement, and the worker's social environment, were related to occupational safety behavior in the hull construction unit of pt dok dan perkapalan surabaya. the relationship was quite strong.

DISCUSSION

Commitment is manifested in written policies that are clear, easy to understand, and known to all employees. However, commitment goes beyond written policies; it requires support and concrete efforts from management or leaders to demonstrate the company's true commitment to workplace safety. These concrete efforts can be demonstrated through attitudes and actions related to workplace safety (Pires et al., 2025).

Table 2. Relationship between respondents' perceptions of the workers' social environment and occupational safety and health behavior in the hull construction unit of pt dok dan perkapalan surabaya

Worker Social Environment	Pretty good		Good		Total	
	n	%	n	%	n	%
Pretty good	4	33.3	8	66.7	12	100
Good	0	0	61	100	61	100
Total	4	5.5	69	94.5	73	100

Management commitment can be seen from the employee's perspective, one method used is by examining employee perceptions of management commitment (Hoang, 2024). Employees in the hull construction unit's perception of management commitment at PT. Dok dan Perkapalan is categorized as good (76.7%). This means that management is committed to occupational safety, supports it, and makes it a reality. This is demonstrated by management in terms of concrete implementation of policies, the availability of facilities, and resources, one example being the provision of personal protective equipment.



Rules and Procedures

Regulations are binding and agreed upon, while procedures are a series of sequential, step-by-step work procedures that clearly show the path or flow that must be taken from where the work begins. The purpose of establishing occupational safety regulations and procedures is to control hazards in the workplace, to protect workers from potential accidents, and to regulate worker behavior, so that a good safety culture will be created (Milošević et al., 2025).

The basis of safety culture is the attitude and perception of workers towards occupational safety, which will later become one of the descriptions of worker behavior towards the implementation of occupational safety and health regulations and procedures in order to control potential sources of danger (Griffin, n.d.). The perception of workers in the hull construction unit towards occupational safety regulations and procedures at PT. Dok and Perkapalan Surabaya is classified as good (67.1%). It can be interpreted that the existing regulations and procedures are easy to understand, communicate and socialize to workers. The form of procedures at PT. Dok and Perkapalan Surabaya is the existence of standard operating procedures that regulate special work permits, emergency preparedness and response, and others.

Communication

The purpose of communication is to convey information within an organization, so that both the communicator and the recipient of the information can clearly understand what the communicator wants, especially what actions the organization expects (Kokina & Davidova, 2023). This communication can occur one-way or two-way, between managers and workers, workers and workers, managers and managers, or departments and departments, using language that is easily understood by both parties (Wilderom et al., 2022).

Communication will produce perceptions that are then interpreted differently by each individual. Perceptions arise from the stimuli provided by the organization when communicating with workers. The perception of workers in the hull construction unit regarding occupational safety communications conducted by PT. Dok dan Perkapalan Surabaya was categorized as good (78.1%). It can be concluded that the company has provided positive incentives for workers regarding occupational safety, which is manifested in company roll calls held twice a week.

Worker Involvement in Occupational Safety And Health

A safety culture will be more effective if management commitment is clearly implemented and there is direct employee involvement in occupational safety (Kołodziejczak,





2015). employee involvement in occupational safety can be achieved in various ways, including active participation in occupational safety and health activities, providing input regarding hazardous conditions in the environment, conducting and implementing activities safely, providing input on the development of safe work procedures and methods, and alerting other employees to occupational safety and health hazards (Azanza et al., 2023).

The greater employee involvement in occupational safety and health, the greater the sense of belonging. by participating in occupational safety and health, employees will increasingly understand and appreciate the benefits of occupational safety and health (Aggarwal, 2024). this can be seen from employee perceptions of their own involvement. the perception of employees in the hull construction unit regarding the implementation of employee involvement in occupational safety is categorized as sufficient (52.1%). however, it can be said that employee involvement in occupational safety is not yet optimal and needs to be improved. companies need to make safety meetings more effective, with supervisors acting as facilitators (Aggarwal, 2024). these meetings should be attended by employee representatives, including workers, managers, technicians, and contractors, so that workers feel involved in all company activities, not just for the job. safety meetings should discuss occupational health and safety issues, share knowledge about occupational safety, and encourage workers to offer suggestions or contribute anything related to occupational safety.

Worker Social Environment

(Yıldırım & Birinci, 2013) in his theory of occupational accident mechanisms, stated that unsafe acts occur due to organizational factors, which in turn influence workers' social environment. These environmental factors include factors directly related to the work process, such as excessive pressure on work schedules, inadequate safety equipment, lack of training, and inadequate supervision. (Sensuse et al., 2015) suggested that companies should, wherever possible, create a conducive work environment, one of which is a culture of non-blaming when workers experience accidents.

Occupational safety and health culture is a combination of worker attitudes, norms, and perceptions regarding occupational safety (Bokhari et al., 2024). One way to view the worker social environment as a factor in safety culture is by examining worker perceptions of their social environment. In this case, workers in the hull construction unit's perception of the social environment at PT Dok dan Perkapalan Surabaya was categorized as good (83.6%). This means that the social environment of workers in the hull construction unit is good. This is evident in the workers' actions when accidents occur, as there is no culture of blame between workers or





between workers and managers. With a good social environment for workers, a positive impact can arise, namely the formation of safety awareness among workers.

Occupational Health and Safety Behavior

According to (Omidi et al., 2024), behavior is internal activities such as thinking, perception, and emotion. In occupational health and safety, behavior focuses more on unsafe acts. This is because the underlying cause of workplace accidents is unsafe behavior, which consists of human errors (Meyer et al., 2025).

Occupational safety behavior is the result of workers' perceptions of occupational safety and health. In this study, the majority of workers (94.5%) exhibited good behavior. This good behavior can be seen when workers are working, using personal protective equipment in accordance with regulations and following work procedures for hazardous tasks, such as working at heights. A good perception of occupational safety can serve as a foundation for developing good safety behavior, supported by active management commitment. The positive impact of developing good safety behavior is that it can reduce workplace accidents caused by unsafe acts. In line with DuPont's statement regarding the accident ratio of 1:30:300:3000:30,000, which means that for every 30,000 unsafe acts or unsafe conditions, there will be one fatal accident, 30 serious accidents, 300 serious accidents, and 3,000 minor accidents. Therefore, efforts are needed to reduce unsafe behavior to minimize accidents.

The Relationship between Management Commitment and Occupational Safety and Health Behavior

In this study, statistically there is no relationship between the variable of management commitment and occupational safety and health behavior. however, the results of cross tabulation show that the higher the respondents' perception of management commitment, the higher their safety behavior. this is in line with research conducted (Moon, 2024b), which found that management commitment is related to behavior at a certain time. the form of management commitment at pt dok and perkapalan surabaya is in the form of policies regarding quality and occupational health and safety. efforts that need to be made by the management to maintain workers' perceptions that are classified as good towards management commitment are by being more active in occupational safety and health as shown in providing a better occupational safety and health example and involving themselves in every activity related to occupational safety and health.





The Relationship between Occupational Safety and Health Regulations and Procedures and Occupational Safety and Health Behavior

In this study, there was no statistically significant relationship between the variables of occupational safety and health regulations and procedures and occupational safety and health behavior. however, research conducted (Mohamed, n.d.) found that there was an influence between regulations and procedures on occupational safety and health behavior. the difference in research results may be due to factors other than the research variables, such as differences in individual characteristics that can influence workers' perceptions of occupational safety, especially perceptions regarding occupational safety and health regulations and procedures.

The regulations and procedures for workers at pt dok and perkapalan surabaya include regulations on using personal protective equipment in areas requiring personal protective equipment, following company work procedures, and showing entry passes, among others. efforts that need to be made by management to maintain workers' perceptions that are considered good regarding regulations and procedures are by being more active in increasing workers' concern for work safety and occupational safety and health, which is demonstrated by providing better occupational safety and health examples and involving themselves in every activity related to occupational safety and health.

The Relationship between Communication and Occupational Safety and Health Behavior

In this study, there is a fairly strong relationship between communication variables and occupational safety and health behavior. the forms of communication at pt dok and perkapalan surabaya include safety signs, yard layouts, and roll calls. communication activities that have not been implemented at pt dok and perkapalan surabaya are safety induction. safety induction needs to be carried out for new workers and visitors.

The Relationship Between Worker Involvement And Occupational Safety And Health Behavior

In this study, there was no statistically significant relationship between worker involvement and occupational safety and health behavior. research conducted (Xiang et al., 2025) found an influence between worker involvement in occupational safety and occupational safety and health behavior. this discrepancy in research results is due to factors beyond the research variables, such as differences in individual characteristics that can influence worker perceptions.





Worker involvement in occupational safety can be manifested in the form of worker participation and active participation in occupational safety and health programs. one example is the development of work procedures. when workers are involved in developing work procedures, they will feel that the procedures are their responsibility, as they have played a role in the process. as a result, workers will behave safely in accordance with the procedures they have created and agreed upon.

The occupational safety and health program at pt dok dan perkapalan surabaya includes daily inspections, training, safety meetings, and other activities. efforts that need to be made by pt dok and perkapalan surabaya to increase worker involvement are by increasing worker activeness through worker representatives in every implementation of the occupational safety and health program.

The Relationship Between Workers' Social Environment and Occupational Safety and Health Behavior

In this study, there is a fairly strong relationship between the variables of the workers' social environment and occupational safety and health behavior. this is in line with research conducted (Kim et al., 2021). the social environment of workers at pt dok and perkapalan surabaya is seen when an accident occurs, where there is no culture of blaming each other, there is no pressure at work, and there is no gap between workers, supervisors, and managers. things that need to be done to create a conducive social environment for workers by increasing kinship between managers, supervisors, and workers, the way is by conducting safety talks. safety talks are a form of discussion between workers and managers that discuss occupational safety and health programs in the company, occupational safety and health issues in the company and providing suggestions for the effectiveness of occupational safety for the company.

CONCLUSION

Factors shaping a safety culture that fall into the good category include commitment, regulations and procedures, communication, and the social environment of workers. meanwhile, worker involvement falls into the moderate category. occupational safety and health behavior among workers in the hull construction unit falls into the good category.

Factors shaping a safety culture that are not related to occupational safety and health behavior include management commitment, regulations and procedures, and worker involvement. factors that are related to behavior and have a moderate relationship include communication and the social environment of workers. therefore, the higher the intensity of





communication between workers and managers, the better the workers' attitudes toward occupational safety and health. similarly, the better the social environment, the better the workers' attitudes toward occupational safety and health.

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