The Effects of Leadership, Work Safety Culture and Work Safety Climate on Work Motivation Area

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Abstract

This study partially analyzes the effects of leadership, work safety culture and climate, and work safety climate variables on work motivation are. This study use a quantitative approach and 33 respondents to conduct explanatory research. Multiple linear regression data processing using SPSS for Windows version 21.00. Leadership has a partially significant effect on Work Motivation, as indicated by a p-value of 0.000 (0.05), Safety culture has a positive effect on the realization of work motivation, as indicated by a p-value of 0.538 (>0.05) or there is no significance, and Safety climate has a positive effect on the realization of work motivation, as indicated by a p-value of 0.338 (>0.05) or there is no significance (rejected). On the basis of study results indicating that leadership, safety climate, safety culture, and work motivation are all good, it is intended that the training location would preserve the leadership required by students and enhance work motivation with regard to safety climate and culture. The researchers believe that the results of this study will considerably improve the work motivation of student officers by strengthening their competency at Center for Refresher Education and Improvement of Sailing Science.

I. Introduction

The implementation of sea transportation for the distribution of goods and passengers from one island to another may function smoothly, so that economic growth is not simply concentrated in one region. To attain this objective, the merchant ship fleet must implement ship management that emphasizes safety management in order to decrease the risk of mishaps such as collisions, ship sinkings, ship groundings, and ship fires. Safety culture is the attitudes, beliefs, and values of an organization regarding Occupational Health and Safety (OHS). The definition of safety culture is: "An organization's safety culture is the outcome of individual and group beliefs, attitudes, competences, and behavior patterns that define commitment, and style and skills towards the organization's Occupational Health and Safety (OHS) program. Positive safety cultures are defined by communication based on mutual trust, a common understanding of the significance of safety, and faith in the efficacy of preventative measures (H. B. Santoso et al., 2020).

Human resources (HR) for the crew, particularly the captain, play a crucial role in ensuring the safety and security of shipping. The success of shipping or shipping by sea cannot be divorced from the function of the captain, who must possess knowledge, skills, and a strong and comprehensive sense of responsibility when performing his tasks. The

captain is a crew member who is the highest-ranking leader on the ship and has unique power and obligations; hence, the captain bears substantial responsibility for the ship's transportation, crew, cargo, and passengers (Setiawati et al., 2018).

Individuals who chose a career as sailors appear to have to be prepared to endure various hazards, such as working far away from their family, a lack of assured workplace safety, and boredom on the job. Studies support it (Centauria, 2014) which states that Because a seafarer's occupation necessitates lengthy absences from home, his or her family relationships are prone to difficulties owing to a high frequency of unfavourable encounters. In addition to family challenges, seamen also complain about workplace safety issues. It portrays the life of a sailor with a rather dangerous occupation. Accidents at work can be caused by human mistakes or by the presence of machinery in the workplace, which might risk a sailor's safety in the case of a failure.

Robbins & AJugde, (2009) defines Leadership is the capacity to influence a group towards realising a goal or the conception of success. According to this definition, a leader's role is to guide his subordinates to comply with business policies. This role should also apply to the application of work safety regulations, the achievement of which will generate beneficial results for the organization.

Safety or work safety is considered important for reasons that turn out to be related to the overall movement of the company, here are some of these reasons according to (Suardi, 2007) the implementation of Occupational Health and Safety (OHS) which is carried out effectively and with full commitment will reduce costs because it prevents accidents, damage and illness due to work, the application of Occupational Health and Safety (OHS) will provide protection to employees. Because, work accidents can cause death, where humans are a resource that cannot be replaced by any technology and the application of Occupational Health and Safety (OHS) will improve the organization's image of the company's performance, thereby increasing customer trust. According to (Mustovani, 2019) the implementation of Occupational Health and Safety (OHS) which is carried out effectively and with full commitment will reduce costs because it prevents accidents, damage and illness due to work, the application of Occupational Health and Safety (OHS) will provide protection to employees. Because, work accidents can cause death, where humans are a resource that cannot be replaced by any technology and the application of Occupational Health and Safety (OHS) will improve the organization's image of the company's performance, thereby increasing customer trust.

According to Ardana (I. D. Santoso & Sitohang, 2017) Motivation is the force that drives someone to take action or not, and it exists both inwardly and externally. Depending on the manager's toughness, motivation may be either good or negative. Motivating employees to work more effectively is the result of motivation. Without motivation, an individual would feel less enthused at work and will be less inclined to improve in order to make new discoveries in an ever-changing work environment. With strong work motivation offered by the firm, it is intended that employees would enjoy their work more and be able to execute to the company's standards, hence enhancing employee performance. According to (Zuhdina Ulya, Halinda Sari Lubis, 2013) motivation can make every employee want to work hard and enthusiastically to generate work excitement. They want to work together, work efficiently, and be integrated with all their efforts to achieve job satisfaction to accomplish the company's goals.

On the preceding grounds, giving work motivation in shipping is crucial. It must be considered by the leadership that in providing safety motivation which aims to provide stimulation to the employee concerned so that the employee works with all his strength and efforts. However, suppose motivating employees are less effective. In that case, this has a

direct impact on productivity/performance will decrease, so the ability or strategy to provide motivating factors must be able to increase productivity/performance.

Therefore, this research was conducted at the Sunter Marine Science Refresher and Improvement Education Center, which aims to examine the effect of leadership models, work safety culture and work safety climate on the realization of safety motivation.

II. Review of Literature

2.1 Leadership

Leadership is a broad and intricate notion. As stated by Stogdill (1974), "there are nearly as many definitions of leadership as there are individuals who have attempted to define the notion" (Yukl, 1994). Nevertheless, the notion of leadership may be adequately represented by several definitions, including According to Rauch and Behling (1984), leadership is the process of influencing the activities of a group to achieve its goals (Yukl, 2009). According to Jacobs & Jacques (1990), leadership is the process of imparting meaning (meaningful direction) to collective efforts, resulting in a willingness to exert the necessary effort to attain objectives. In addition, Robbins and Judge (2009). Leadership is described as the capacity to influence a group toward realising a goal or the conception of success. Covey splits the leadership function into three components: Pathresult, the responsibility of determining a distinct vision and objective. Alignment is the responsibility of ensuring that organizational structures, systems, and operational processes support the vision and purpose. Finally, the function of empowering (empowerment) is to motivate the spirit of individuals to express their skill, inventiveness, and latent creativity so that they may achieve anything by agreed-upon standards (Rivai, 2003).

Leadership is a complicated process in which one individual encourages others to accomplish a purpose, task, or objective and drives the organization to become more cohesive and coherent. It indicates that a leader inspires others to pursue lofty aims and ambitions, whereas a head commands individuals to do a task or accomplish a goal. Wirjana (2006). Leadership is the influence of individuals to achieve organizational objectives. Leadership types (Hasibuan, 2014) are: a. authoritarian leadership b. participatory leadership c. delegate leadership.

2.2 Work Safety Culture

The notion of work safety culture or climate is regarded as one of the essential management concepts. So, it is because work safety culture or work safety climate are fundamental principles in terms of safety, attitude in operational activities, quality improvement, continuous learning process, and process of improvement in mentality toward Occupational Health and Safety (OHS) based on voluntary participation (Manik, 2004). According to Turner (1992) in Khoiri (2010), the definition of work safety culture is a set of beliefs, norms, behaviours, rules, and technical and social practices that are closely associated with efforts to minimize occupational hazards and accidents that will befall employees, managers, customers, and employees. Public dimensions of work safety culture vary greatly; this variety results from diverse industry kinds, theories, and researcher views (Mangkunegara, 2010). Occupational Health and Safety (OHS) is a protective mechanism for employees that do not include direct or indirect remuneration. Safety hazards are those workplace elements that can lead to fear, fire, cuts, sprains, and other injuries. They are connected to the physical environment or equipment of the organization and involve duties requiring specialized maintenance and training. While occupational health refers to a state in which employees are free from physical, mental, emotional, and pain illnesses resulting

from their work environment. According to (Mangkunegara, 2010) Several factors may be used to evaluate occupational safety and health in businesses, including: (1) The condition of the workplace. (2) Air regulation (3) Lighting setup (4) Equipment usage (5) The emotional and physical health of employees. According to Mondy (2011: 360), work safety is the protection of employees against work-related incidents that cause injury. With the sense of security provided by the company's work security and safety Occupational Health and Safety (OHS) program, it is anticipated that employees' confidence will increase, allowing them to work without fear or anxiety. It is also what the company hopes for so that its employees can provide the best performance possible (I. D. Santoso & Sitohang, 2017).

2.3 Work Safety Climate

According to Cabrera, Isla and Vilela (1997), work safety climate is the perception shared by organizational members about their work environment and safety regulations within the organization (Yule, 2003). The phrase "perceived safety climate" relates to an individual's view of the workplace's safety-related regulations, procedures, and practices. The work safety atmosphere is a employee's view of safety-related rules, procedures, and practices. According to Zohar in (Cheng-chia et al., 2009), The safety climate has 8 dimensions: occupational safety training, management attitudes, consideration of work safety behaviour during promotions, level of risk in the workplace, status of work safety individualnel, stages of work, effects of work safety behaviour on social status, and status of the safety committee work. The concepts of workplace safety culture and work safety environment are connected. The work safety culture also impacts the work safety climate since the work safety culture plays a significant role in explaining the human aspect in the field of safety. Schein (Martinez-Corcoles et al., 2011) assumed that When the organizational culture already exists and has been established, it will determine the members' perceptions, emotions, and ideas. This is supported by Guldenmund's (2000) assertion that the work safety climate demonstrates a genuine cultural expression inside the organization (Martinez-Corcoles et al., 2011).

2.3 Work Motivation

According to Bryan (Maesaroh, 2018), that Work motivation is the encouragement or enthusiasm that arises in a individual or employee to do something or work in response to external stimuli, both from superiors and the basis for meeting needs and achieving satisfaction, as well as assuming responsibility for the tasks assigned and performed within the organization. While motivation is the need, a individual has to conduct or act, the act is performed to attain goals or obtain achievement. If individuals are highly motivated, they will take positive action to accomplish their objectives (Rivai, 2011). The provision of motivation will undoubtedly differ from one individual to the next; therefore, a leader must determine which type of motivation is appropriate for an individual to achieve the positive changes desired by the company, thereby accelerating the attainment of company objectives. Motivation Indicator by Maslow (Hasibuan, 2014), there are: (1) Physiological needs, (2) safety and security needs, (3) social needs, (4) esteem needs, (5) self-actualization needs.

According Hasibuan (Rahayu et al., 2017) The purposes of motivating employees are to (a) improve employee morale and job satisfaction; (b) increase employee productivity; (c) increase employee discipline; (d) create an excellent working atmosphere and relationship; (e) increase employee loyalty, creativity, and participation; and (f) increase employees' sense of responsibility towards their duties.

Two factors encourage employees to be motivated: the intrinsic factor, the driving force that arises from within each individual, and the extrinsic factor, which is the driving force that originates from outside an individual, particularly from the organization where he works. Therefore, an intrinsically motivated individual would prefer employment that allows him to use his creativity and inventiveness, has a high degree of autonomy and does not require tight supervision. In this case, satisfaction is not primarily related to acquiring material goods. Those who are motivated by extrinsic variables, on the other hand, prefer to focus on what the organization affords them, and their performance is geared toward obtaining the things they desire from the organization (Riptono et al., 2019).

2.3 Work Motivation

According to Wirjana (Maesaroh, 2018) Leadership is a complicated process in which one individual encourages others to accomplish a purpose, task, or objective and drives the organization to become more cohesive and coherent. It implies that a leader inspires followers to pursue lofty aims and ambitions, whereas a leader commands followers to do a task or accomplish a goal in Bryan Johanes Tampi (2014) titled The Influence of Leadership Style and Work Motivation on Employee Performance (study on employees of PT. BNl, Tbk Manado). According to the research and analysis results, the st4ructural equation model for the leadership style variable is 0.270, and for the work motivation variable, it is 0.542. It indicates that leadership style and work motivation have a positive and statistically significant effect on the performance of PT. BNI Tbk Manado, either separately or simultaneously. The transactional leadership style depends more on trade mechanisms, such as rewarding and punishing employees and links with employee work motivation. According to research published in the journal Siti (2014) with the title the effect of transformational and transactional leadership styles on employee motivation and performance, the effect of transformational leadership style on motivation is significant, which means that the more effective transformational leadership style is implemented, the more motivated employees will be (Rahayu et al., 2017).

H1: Leadership has a positive effect on the realization of work safety motivation.

2.4 The Effect of Work Safety on the Realization of Work Motivation

Based on the research results, work safety significantly affects motivation. This study's results coincide with those of Novi Rukhyanti (2007), who concluded that, in general, work safety assurance is perceived as one of the variables that increase employee motivation. Human needs have an effect on motivation. Health is one of the many essential human requirements that must be satisfied. Occupational health and safety is a crucial need for all employees. Therefore, workplace safety must be viewed as one of the variables that might encourage employees to enhance corporate performance and effectiveness. Workplace safety is viewed as a stringent need that must be addressed by the government and to meet national and international standards criteria (Mamarimbing, n.d.).

H2: Work safety has a positive effect on the realization of work motivation

2.5 The Effect of Work Safety Climate on the Realization of Work Motivation.

According to Griffin & Neal (Syaranamual et al., 2000), a company's safety atmosphere is its employees' perceptions of the importance of safety. Based on the research results (Ghost et al., 2011), A significant positive effect of safety climate on motivation is proven, because from the results of data processing it is known that the CR value on the relationship between organizational climate variables and motivation is 3.205 with a P value of 0.001. Both of these values show values above 1.96 for CR and below 0.05 for P

values. According to mcGovern, et. Al (S & Stepanus, 2011), found that the safety climate is one of the factors that can affect compliance with safety regulations. The implementation of Occupational Health and Safety is one form of effort to create a workplace that is safe, healthy, free from environmental pollution, so as to reduce and or be free from work accidents and occupational diseases which in turn can increase work efficiency and productivity.

**H3: The work safety climate has a positive effect on the realization of work motivation.**

III. Research Method

The approach in this quantitative research is correlational research which is one type of approach chosen. A correlational research type approach is chosen if a study intends to detect how variations in a research variable are related to variations in one or more other variables that are not causal (Aslichati, 2010). The primary purpose of conducting correlational research is to explain the importance of human behaviour or predict an outcome. correlational research attempts to explain and predict something (descriptive studies and prediction studies). The quantitative data needed are data from leadership variables, safety culture model variables, safety climate variables and work motivation variables. Quantitative data can be measured or calculated directly in the form of information or explanation expressed in numbers or the form of numbers (Sugiyono, 2016a).

The population in this study were marine student officers in increasing competence at Center for Refresher Education and Improvement of Sailing Science. The choice of research location is Center for Refresher Education and Improvement of Sailing Science Jakarta, considering that this is the largest Training Center. The study population was 33 people, so the sample was 33 officers. The data collection method used in this research is a questionnaire (questionnaire), a data collection technique using a questionnaire in the analysis of this study using a Likert Scale, which is a scale that can measure attitudes, opinions and perceptions of a person or group of people about social phenomena. (Sugiyono, 2016b). Data analysis technique using SPSS 2016 application through instrument quality test with validity and reliability test following regression analysis, Fit Model test and hypothesis testing.

Regression analysis is used to determine the strength of the relationship between the independent and dependent variables. If there is just one independent and one dependent variable, the regression is known as simple linear regression (Juliandi, Irfan, & Manurung, 2014). Multiple linear regression is the term used when there is more than one independent variable or dependent variable. Many linear regression is a model of regression that includes multiple independent variables. Using multiple linear regression, the direction and magnitude of the independent variable's effect on the dependent variable were determined (Ghozali, 2018).

Based on the background of the problem, the formulation of the problem, and a review of the theory that has been put forward, the conceptual model of the research can be described as follows;
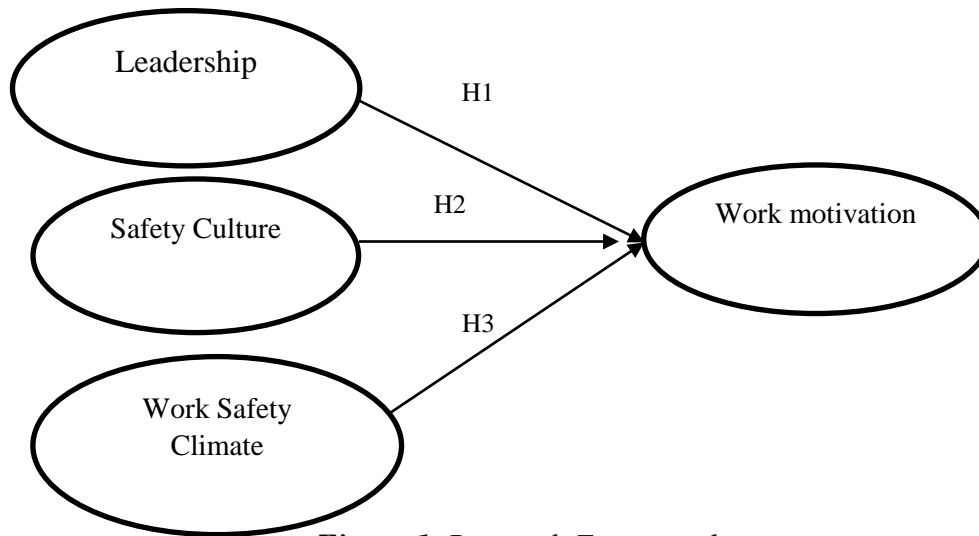
Figure 1. *Research Framework*

IV. Result and Discussion

4.1 Leadership Has a Positive Effect on the Realization of Work Motivation

The statistical processing results show that leadership has a significant effect on the realization of work motivation. To maintain work performance, employees strive for consistency in their work, and in addition to keeping the company's leadership pleased and content, they must also satisfy the company's goals. At work, employees always coordinate with the leadership and constantly collaborate with the leadership, and they must always be prepared when something goes awry. Indeed, the leader will assist struggling employees.

Table 1. Results in Multiple Linear Regression Test

Variabel	Coefficient	Std. Error	t-value	Significance
(Constant)	-4.11708	10.11609	-0.407	0.687
Kepemimpinan	0.88720	0.17140	5.176	0.000
Budaya Keselamatan	-0.05041	0.08094	-0.623	0.538
Iklim Keselamatan	0.09208	0.09443	0.975	0.338

Based on table 1, the multiple regression equation can be described as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$
$$Y = -4.11708 + 0.88720X_1 - 0.05041X_2 + 0.09208X_3$$

The first hypothesis from this research is that the Leadership variable (X1) has a significant effect on work motivation (Y). Therefore, leadership has a positive effect on the realization of work motivation, showing a p-value of 0.000 (<0.05), or there is a significant influence of the leadership model on the realization of work motivation, so the hypothesis is accepted. In addition, the results of the calculation of the regression coefficient for the leadership variable (X1) are 0.88720. This value shows a positive (unidirectional) effect between the variables of leadership and work motivation. If the leadership variable increases by 1 unit, the work motivation variable will increase by 0.88720. They are assuming that the other variables remain constant.

Based on the results of the study strengthened by (Pramudhita & Meirisa, 2019)· According to study results, there is a favourable association between leadership style and

individual or employee performance, and leadership style has a beneficial influence on enhancing performance. According to (Syafruddin et al., 2021)ˌ Leadership, organizational culture, and communication's influence on employee performance. This study demonstrates that the Bani Saleh Foundation generates a positive and significant effects on the performance of all high school employees through both direct and indirect communication.

4.2 Safety Culture Has a Positive Effect on the Realization of Work Motivation

The second hypothesis from this research is the work safety variable (X2) on work motivation (Y) which indicates that the H2 hypothesis is rejected. It indicates that a safety culture positively affects the realization of work motivation, which shows a p-value of 0.538 (> 0.05). There is no sign of the influence of a safety culture on the realization of work motivation. In addition, the regression coefficient value for the Safety Culture variable (X2) is -0.05041. This value shows a negative (opposite direction) effect between Safety Culture and Work Motivation variables. It means that if the Safety Culture variable increases by 1 unit, on the contrary, the work motivation variable will decrease by 0.05041. It is assuming that the other variables are held constant.

From the results of research conducted in this study and seen from previous research conducted by (Swandy, 2011) and (Puji & Handayani, 2015) that Work Safety Program is directly proportional to Work Motivation or partially significant effect. According to (Maesaroh, 2018) According to the study's results, as the work safety culture improves, the work safety climate will also improve—the workplace safety culture at PT. KRM is in the process of improving, but the work safety climate has not improved since the company's work safety culture is not yet strong. Therefore, the results of this study may be harmful due to this situation. In addition, the current work safety culture continues to emphasize accident prevention based on unsafe conditions, namely the use of personal protective equipment, so that workers feel safe and ignore the possibility of accidents caused by their actions when the company has provided them with complete personal protective equipment, and they are aware of how to use it. From the above considerations, it can be concluded that the effect of work safety culture on work motivation is not yet easily quantifiable. The primary reason is that the Training Center's work safety culture is an integral component, but it has not yet been systematized. Therefore, its implementation is incomplete.

4.3 Safety Climate has a Positive Effect on the Realization of Work Motivation

The second hypothesis from this research is the Safety Climate variable (X3) on work motivation (Y) which indicates that the H3 hypothesis is rejected. It indicates that the Safety Climate has a positive effect on the Realization of Work Motivation, showing a p-value of 0.338 (> 0.05), or there is no significance. The effect of the Safety Climate on the realization of work motivation so that the hypothesis is rejected. The regression coefficient value for the Safety Climate variable (X3) has a positive value of 0.09208. It shows that if the Safety Climate increases by 1 unit, work motivation will increase by 0.09208 with the assumption that other independent variables are held constant. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.

V. Conclusion

Based on the calculation of multiple linear regression analysis are as follows;

1. Leadership has a positive effect on the realization of work motivation, showing a p-value of 0.000 (<0.05), or there is a significant influence of leadership on the realization of work motivation, so the hypothesis is accepted.
2. Safety Culture has a positive effect on the Realization of Work Motivation, showing a p-value of 0.538 (>0.05). There is no significant influence of Safety Culture on the Realization of Work Motivation, so the hypothesis is rejected.
3. Safety Climate has a positive effect on the Realization of Work Motivation, showing a p-value of 0.338 (> 0.05), or there is no significant effect on the Realization of Work Safety Motivation, so the hypothesis is rejected.

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