The Influence of Organizational Communication in Improving Safety Culture in PT. XYZ

Marlinda Irwanti Poernomo[1], Bambang Sulistyo P[2], Siska Armawati Sufa[3*]

[1]Universitas Sahid
Jl. Prof. DR. Soepomo No. 84, Jakarta 12870 - Indonesia
[2]Universitas Binawan
Jl. Kalibata Raya - Dewi Sartika No. 25, Jakarta13630 - Indonesia
[3]Universitas Padjadjaran
Jl. Ir. Soekarno km. 21 Jatinangor - Sumedang 45363 - Indonesia
[*]Corresponding author: siska19003@mail.unpad.ac.id

Abstract

It is expected that an organization will conduct a communication process in building a culture. The management of a company presents some policies and responsibilities through verbal and non-verbal messages continuously. It aims to shape a safety culture behaviour for the organization members of the company themselves. Research of the internal and external organizational communication influences the effort to improve Safety Culture through conceptual system or communication model. In addition, it also aims to improve the influence of risk and K3 communication including in the implementation of Safety Culture in PT. XYZ's work environment. This study used quantitative method in order to easily understand communication process in internal and external organizational communication. There are 162 respondents used as sample in this research. The data sampling technique uses Probability Sampling method with Proportionate Stratified Random Sampling. The analysis method that was used first for linear regression analysis was normality test. Then, the researchers conducted a validity and reliability test. The hypothesis test used significance test simultaneously and partial significance test. The research data was analysed through the SPSS 24 software. This test was conducted by seeing the value of F that was present in ANOVA table, significance level that was used was 0,05. Climate and satisfactory in communication developed a measurement in safety culture comprehensively that included safety culture instruments that was categorized into independent variables (X). It included safety culture indicators, safety culture climate, safety management system or situational, safety behaviour, and organizational communication.

Keywords: K3 Communication; Organizational Communication; Safety Culture

Introduction

PT. XYZ has a commitment to conduct an organizational communication, both internally and externally, in presenting the aspects of K3 (Safety Induction, Safety Meeting, Safety Talk/Toolbox Meeting) transparently. Communication is considered as an important tool to raise the awareness and performance of K3; thus, internal communication is delivered intensively (two-way communication) from and to all workers and work partners, with a pre-assigned media.

The foundation of external communication's conduct is PT. XYZ's K3 Policy which maintains a good relationship with stakeholders. In addition, it also has to pay attention to the: delivery of information on K3's aspects when a severe incident reaches a heavy category, an occurrence or incident that is under investigation, or faces a lawsuit.

Organizational communication is familiar in communication science. It is the act of delivering or exchanging messages inside an organization. An organization can run smoothly if the components of the organization can communicate smoothly about tasks, functions and the goal of the organization. Each organization tries its best to develop the organization to ensure the achievement of the goal that has already been determined by the organization. Thus, it is deemed important for the organization to develop and improve the organizational communication within the organization.

K3's aspect of risk communication is also a process of sharing the meaning and value of physical danger such as potentially dangerous work environment, environmental pollution, illness induced by work, and so on through face-to-face communication or through other media. In behavioral theory, a desire to commit an act is based on one's knowledge, belief in subjective norm and belief in controlling resources.

An unwanted occurrence that threatens and disturbs both life and community life that could cause casualties, damage to assets, pollution or damage to things and environment, and psychological impact could have an impact on the loss of the company's business operations. This attempt can be made, starting from gathering necessary information and background, preparing and composing messages, distributing and disseminating the messages, monitoring review, evaluating the impact, to resolving the problem either in short-term, or long-term.

In running its function, a company is a place of various industries that shelter human resources and thus, it is considered necessary to pay attention to Safety Culture aspects in order to protect its workers. Human resources (HR), is one of the highest and most valuable assets in a company that act as the engine of the company. Occupational accident can happen because of a condition that ignores the K3 (Occupational Health and Safety) aspects.

This thing may occur due to the possibility of the said worker does not comply with the Standard Operating Procedure (SOP). SOP is one of the company's policies or regulations. The rules are applied by a company to be obeyed and followed by all workers according to their job descriptions to prevent or minimize the possibility of an accident happening to them.

The improvement of organizational culture applies not only to seasonal workers, who have been accustomed to their work but also to new workers during the period of transition from old work habit to new work habit. Changes in job descriptions may entail a risk of occupational accidents such as, fire, explosion, and work-induced illness, which, if not handled in a smart way, may bring about various downsides that may be fatal and can potentially affect the image, income and profit of the company. K3 is an important instrument for a company to protect workers and the company in raising awareness and understanding of K3 among workers in a company organization.

The goal of organizational communication is to promote awareness and understanding of health and safety management and issues of certain danger and risk; promote consistency and transparency in achieving and applying policy of K3 risks management; contribute to the development and delivery of information, instruction and chance of effective K3 training to maintain trust and belief between the stakeholders of K3's management system; strengthen the work relationship and respect between workers in exchanging health and safety information about knowledge, behavior, values, practice and perceptions of parties involved in K3.

Thus, developing Safety Culture, requires consistency between actions and communication. Then, a communication strategy in the form of communication system conducted by PT. XYZ will play an important role in this process. Communication System is assembled and developed is the best course of action in achieving the goal of improving Safety Culture, and experiencing various communication dynamics that often happen is an important thing, because without an effective communication, it is impossible for parts and functions within PT. XYZ's organizational system to synergize well. The communication process in PT. XYZ

organization requires planning which utilizes an appropriate system model in communicating where good communication between communicators within the organization has to connect.

The important role of organizational communication is a prerequisite for an organization to achieve the equal understanding of information or message to achieve an effective result. It means every communication within the organization is done to fulfill the organization's goal which requires one organization system with the other that relies on each other and interact in a sub-system in an act of communication.

Miscommunication often needs to be checked. Communication is considered capable of delivering information to the front liner especially when it is about to deliver or inquire whether the information about an incident is acquired by the field team. This is because sometimes the information is not equally spread as intended but because the information about the incident and the lesson learned has reached the front liner that knows about the incident across the PT. XYZ's area. Since there is an on-off system, miscommunication often occurs in the delivery of incident information delivered to the front liner. When a test is running in the field, a small proportion of workers might say that they were not present during the delivery of the news, due to the news deliverance.

According to the early observation, there are several problems and obstacles in communication that can be explained as follows:

First, this communication problem seemed to occur not because of the formality of the news delivery even when an attendance call is performed. Yet, especially the supervisor in the field has to explain details of every little aspect. He also has to make sure that everyone obtains information that is intended and has to communicate to the lowest-level workers to make sure no one is left behind during the socialization, because very often it is the source of miscommunication, because during on-off or when a supervisor is socializing the front liner, the workers are not present in the field; second besides that, if we pay a visit to the field, sometimes we can see the miscommunication where the workers got only half of the information or not receiving the intended

information at all, sometimes they do not need information but how can such things happen? Because after a proper examination and evaluation, an effective way of communication requires talents and knowledge, sometimes the choice of word cannot be comprehended or is hard for operators/front liners in the field to understand so that a Leader or Supervisor has to be able to equalize himself and grasp on his front liner's level of knowledge, level of understanding and ability to comprehend language, so that the front liners may give positive feedback to him.

That way front liner can also adjust, when a leader uses a high-level language and the front liners who receive the information or work instruction fail to grasp the meaning and do not understand the language that they receive from their leader, that is when miscommunication between a worker and superior occurs. For example, curiosity about trivial things like socialization of the company's policy is delivered, socialized so that front liners understand the content of K3 Policy even when they do not necessarily need to know every single detail, a Leader or Supervisor takes some summary or shortened version of the policy that can give a bigger picture of the policy itself: OIT (Obey- the rules, I – Intervention, T-Training) and so on, those are what is important to field workers, they do not need to know the trivial things, they only need to grasp the meaning easily and the Supervisor has to adjust his communication technique to achieve the desired result.

The third miscommunication is also as important as the previous two where communication without an example set by a Leader is also considered less effective, say, when a leader or supervisor delivers a piece of information that there can be no offline meetings or gatherings for leader during the Covid-19 pandemic, but in practice some are conducting offline meetings or gatherings, this will cause the communication itself to lose value over time because the one communicating the information, a Leader, has broken the rule and procedure and a Leader is supposed to be the one who gives example, because culture, behavior and attitude are promoted by how a Superior or Leader acts as a role model, a Leader has to maintain his behavior so that whatever he communicates to

his subordinates is communicated well in accordance with his own action as a Leader.

Theoretical Framework

According to Kenneth R. Andrews (1968), it turns out that the most famous definition of an organization is mostly cited by scientists in the world. Organization is a system. System is a unit that is comprised of at least two parts or subsystems that are linked interdependently. In a subsystem, there are also elements that are linked interdependently. The term formal organization is used to emphasize the difference with informal organization that is given meaning as contacts or interactions that are repetitive and continuous without a common goal that is pre-determined (Bernard, 1938).

A network which might be thought of being informal too can have a big influence. In a certain culture, informal network may also hold a big power, surpassing the formal network. The sections within organization are the activities or forces and not the people. In connecting, that is done by groups of different people. The quality of these activities is what determines the quality of an organization. Communication activities that need to be coordinated are (1) integrating or blending different activities into a cooperation; (2) directing such cooperation toward a common goal; and (3) hierarchy implicated because coordination and coordinating an activity is an act that is done by people who have a higher authority within the organizational structure.

With such foundation of communication plan and organization, organizational communication, according to Gold Haber, is the flow of message within a network of interdependent relationship.

Building a good communication to create harmonious relationship with others is established. This is true with an organization, in which communication becomes the main key in process of exchanging information within the organization. Correlations between communication science and organization lies in the focus of what form of communication occurs within an organization, what method and technique are employed, what media is used and how is the process, what factors could be the obstacle and problems in an organization and in the environment surrounding the organization that influence the growth and development of the organization.

Organizational communication has to consider the two concepts of Organization and Communication. Understanding the life in organization is more than just defining and organizing an organization and organizational communication. Communication and the success of an organization is interlinked, where fixing communication amounts to fixing the organization itself.

According to R. Wayne Pace & Don F. Faules (2011), organizational communication that is vertical and horizontal, is oftentimes riddled with problems that sometimes cause inefficiency in communicating, or in other word, miscommunication. Therefore, every company has to maintain the flow of communication with every member of the organization so that an effective communication may be established. Effective communication will occur when the message delivered by communicator can be received well by the communicant and the communicant can give feedback for the received message. With effective communication being established, the relationship between members of an organization will also go along smoothly so that a healthy and positive work environment and a more open communication between superior and their subordinates or between subordinates may be established.

The importance of communication in an organization is even defined by Goldhaber (1993:5) as follows: organizational communication is the blood of a company. Communication in an organization is as important as the blood flow in a human body. If a human experiences a discomfort or trouble in the veins, then it will disturb the efficiency in blood circulation. This is true with an organization, if there is a disturbance in the community activities, then it will cause a disturbance in the efficiency of said organization.

One of several characteristics of organizational communication that is the realest is the concept of relationship, Goldhaber (1979) defined organization as "a network of interdependent relationship" (Pace & Faules, 2001). If something is interdependent, it means those things are influencing each other. The most intimate relationship we have with other people in personal level, between friends, our peers, are usually called inter-persona relationship. A

specialized analysis (Pace & Boren, 1973) about effectiveness of inter-personal relationship are: (1) maintaining a friendly personal contact without growing a hateful feeling. (2) Establishing and emphasizing individual identity in a relationship with other people without exaggerating disagreement among each other. (3) Delivering information to other people without causing confusion, misunderstanding, deviation, or other intentional changes. (4) Involved in open problem solving without causing a defensive attitude or stopping the process. (5) Helping others to develop an effective personal and inter-personal relationship style.

Romli stated that there are two dimensions in the flow of communication that happens within an organization. They are:

Internal organizational communication, that is a process of delivering messages between the members of an organization which occur for the benefit of said organization such as communication between a superior and his subordinates, between subordinates, and so on. Internal communication process may be in the form of communication between individuals or with groups. Communication can also be a process of whether a primary or secondary communication (using mass media). Internal communication is commonly differentiated into two. They are:

Vertical communication, that is communication between from up to down and vice versa. Communication from a leader to subordinates and vice versa. In vertical communication, leaders give instructions, directions, information and so on to their subordinates. *Horizontal communication*, that is communication among peers, like between workers to workers, and managers to managers. The message in this type of communication can flow in the same section within an organization or flow from one section to another. Horizontal communication is accelerating the exchange of knowledge, experience, method and problems. This thing helps the organization to avoid problems and solve other problems that are already present, and also establishing satisfaction and raise morale in working.

External organizational communication, that is a communication between the leaders of an organization and parties outside the organization. In a big organization, this type of communication is done by the head of Public Relations rather than by the leader of the organization itself. What is done by the leader is limited to things that are deemed extremely important. External communication is comprised of feedback path: (1). Communication from organization to public. This type of communication is generally informative in nature, which is done in such a way that the general public feels that they get involved, or at least a psychological connection. This type of communication can be done through several forms, such as: magazine, press-release, newspaper or magazine articles, public speeches, documentary movie, brochure et cetera; (2) Communication from public to organization. This type of communication is a feedback as an effect of activities and communication that is done by the organization.

Influence of Communication

Climate of organizational communication is a function of activity that exists within an organization to show the members of the organization that the organization trust them and give them freedom in taking risks; pushing them and giving them responsibility in doing their tasks and in providing an open and sufficient information regarding the organization; listens attentively and acquires trustworthy and transparent information from the members of the organization; actively giving workshop to the members of the organization so that they can see that their involvement is important to the decision-making within the organization; and put their attention to high quality work and give challenges (Redding, 1972)

Effects of communication unite in several different ways to develop trust and value system that is recognized by the members of an organization as the climate of the organization. Certain communication climate surely gives pointer in decisions and behavior of an individual. Decisions that are made by an organization's members to conduct their work effectively, and to bound them to the organization (Guzley, 1992), to behave honestly when working, to gain chance in the organization in such high spirit, to support their colleagues and the rest of the organization members to conduct their work creatively, and to offer innovative ideas in perfecting the organization and its operations,

all are influenced by the communication climate. Negative climate can seriously harm the decisions that are made by the members of the organization on how they conduct their work and how they participate in the organization. So, it can be concluded that communication climate within an organization has an important consequence in shifting and work-duration of the workers within the organization. Positive communication climate tends to raise and support commitments to the organization.

The usage of mechanism to improve climate, in actuality is not just affecting climate, but also causing more fundamental changes in basic processes that shape an organization's substance and matters.

The existence of communication process may affect the organizational communication climate of the workers. Organization's aspects and organizational communication process are indirectly giving influence to the establishment of organizational satisfactory communication.

Organizational Communication Climate

Communication climate is a macro-image, abstract, and a mixture of a global phenomenon that is called organisational communication. We can assume that climate develops from the interaction between the characteristics of an organization and the perception of the individuals within the organization regarding those characteristics. Climate is considered a subjectively experienced quality that is sourced from perception of characters that are relatively everlasting in an organization (Falcione et al. 1987). Payne and Pugh (1976) defined organizational climate as a concept that reflects the content and strength of the general values, norms, behavior, attitude and feelings of the members regarding a social system. Then, Litwin and Stringers (1968) gives the dimension of organizational climate as follows: (1) Responsibility; (2) Standard or expectations regarding work quality; (3) Reward or punishment. (4) Camaraderie. (5) Teamwork spirit.

They said that organizational climate can be studied through observing some autonomies individually, freedom that is experienced by an individual, level and clarity of a structure and position that is enforced on workers, orientation of punishment from an organization and the amount of support and warmth given to workers.

Dennis in Goldhaber (1993) said that communication climate is "a subjectively experienced quality of the internal environment of an organization which embraces member's perceptions of messages and message-related events occurring in the organization. Communication climate is a quality of an internal environment of an organization that is experienced individually by workers, including perceptions of the rest of the workers regarding messages that occur within the organization.

Communication climate affects how they organize, their development, who they are talking to, who they like, how they feel, how they work, their organization goal and how they adjust themselves to the organization. Thus, to create a proper and effective organization, thing that needs to be considered is how they create a supportive organizational communication climate. Redding serves a critical review for various theories and research regarding communication in industrial and business organizations which reach the summary that sounds more or less "the climate of the organization is more crucial than are communication skills or techniques (taken by themselves) in creating an affective organization" (Redding, 1972).

Organizational climate is more important than communication techniques or abilities in creating an effective organization. Pace & Faules (2001) explained that communication climate is a mixture of perceptions regarding an occurrence of communication, human behavior, worker's response to their equals, expectations, inter-personal conflicts, and opportunity to grow within an organization. So organizational communication climate is an activity function that is present in an organization environment to show the members of the organization to be more trusting to the organization and to give them freedom in making decision, to push them and to give them responsibility in doing their job descriptions, to provide open and sufficient information about the organization, to listen attentively and to gain trustworthy and transparent information from the members of the organization, so that they can see that their involvement in decision-making within the organization matters, and to pay attention to high quality work.

Satisfactory Organizational Communication

Satisfaction also reflects evaluation of an affective internal situation, while climate is a description of external condition to an individual (Schneider, 1975; Dillard, Wigand & Boster, 1986)

Communication satisfaction is a function of what someone gets and what someone expects. Communication satisfaction is not related with conception of a message effectiveness. If a communication experience fulfills one condition, it is possible to be valued as something satisfactory, even when the communication itself is deemed ineffective to a certain standard. If information is communicated consistently with a certain expectation, we will experience a satisfaction with the communication.

Thus, communication in an organization may occur effectively and may give satisfaction in communication both for the communicator and the communicant. In a whole, satisfaction relates with differences of what someone expected from the perspective of communication within an organization and what someone has in that relation. Satisfaction is a concept that usually deals with comfort, so satisfaction in communication means you are comfortable with messages, media and relationship within an organization. Comfort level has tendencies, in this case, this sometimes causes an individual to like the latest ways of conduct, which oftentimes fail to result in task performance improvement (Pace and Faules, 2001).

Redding mentions that communication satisfaction is all level of satisfaction of a worker in perceiving work environment in an entirety. Satisfaction is showing how available information should fulfill the conditions of an organization's members request of demand for information, from where the information came from, the way of dissemination, how it is received, how it is processed and how the receptor responded.

All in all, satisfaction relates with the differences between what someone expected in communication point of view within an organization and what someone has in relation with that. If information is communicated with an expected way, then an individual will have satisfaction in communicating. Satisfaction is a concept that usually deals with comfort; so satisfaction in communication means you are comfortable with the messages, media, and relations within an organization.

Satisfaction reflects an individual and a micro concept while climate is a mixed and macro concept. Satisfaction also reflects evaluation of an affective internal situation, while communication climate is a descriptive of external situation for an individual (Schneider, 1975; Dillard, Wigand, & Boster, 1986).

The term of communication satisfaction is used to state "entirety of satisfaction level experienced by workers in their total communication environment" (Redding, 1972). Despite that communication satisfaction seems to be overlapping with communication climate, satisfaction in communication tends to enrich the idea of climate by highlighting an individual and personal level. Most comprehensive analysis regarding organizational communication satisfaction is done by Downs and Hazen (1977) as a part of their attempt to develop an instrument to measure satisfaction in communication.

Table 1. Indicators which affect Communication Satisfaction and Communication Climate

Communication Satisfaction	Communication Climate
1. Information regarding work;	1. Trust;
2. Sufficiency of information;	2. Participative decision making;
3. Ability to give repair inputs;	3. Honesty;
4. Efficiency in various communication channels horizontally;	4. Transparency in communication;
5. Quality of media;	5. Listening to communication of subordinates;
6. Communication among workers;	6. Thinking of the goals of higher performance.
7. Information regarding organization in entirety;	
8. Integration of organization;	

Source: R. Wayne Pace and Don F. Faules, 1993; Downs-Hazen, 1976

Occupational K3 Communication

Health and safety are a dynamic state of life that involves personal risk level, functionality and satisfactory. Communication problems in K3 are not just between humans, but also with other ways.

Types of K3 communication that is done to deliver K3 messages to all aspects in an organization, be it external or internal, are as follows: (1) Personal Communication, Personal communication is a K3 communication that is given directly to workers, for example, communication between supervisor and his subordinates. K3 messages can be given in person through face-to-face communication; (2) Group Communication, Group communication is a K3 communication that is given to a certain group of people or public, such as in the form of Safety Talk, Tools Box Safety Meeting, group meeting, workshop, and socialization.

Safety Culture

According to Gunawan (2013), K3 culture tends to be centralized on how workers think and respond rather than how they act. The concept of K3 culture refers to perception of a policy, commitment to procedure/SOP and its application regarding K3 in work environment. On one side, the term of K3 refers to attitude, belief, and perception within a group about norms and mutual value, in relation with how to react to danger and risk and control system/supervisee and the handling of risks.

Cooper Model explains three factors that interact with each other in shaping safety culture. The *first* factor is internal psychological factor, which is the perception or subjective attitude from an individual which can be measured using the safety climate questionnaire. The *second* factor is behavior that is a level of effort that can be observed where the members of an organization direct their attention and actions towards the improvement of safety each and every day. The *third* factor is situational that is a health management system that is applied to an organization. Situational factor can be measured through audit/inspection of health management system.

Dimensions of Safety Culture

According to Sweeney and McFarlin, in broader context, reviewing the theme of organization culture has to always be related to other aspects of organizational behavior that is linked with why and how people act, think, and feel within an organization. Work safety culture is the basic value in terms of safety, attitude in operational activities, quality improvement, continuous study process and repairing process of the mindset regarding safety that is not based on force (Manik, 2004).

Forming a good work safety culture is to prevent the rise of unsafe actions and conditions on work environment. According to Martinez-Corcoles, Gracia, Tomas, Piero (2011), dimensions of work safety culture are comprised of three dimensions, they are:

Organizational Management. As an individual perception of work safety strategy that is done by the management, such as the company's fundamental competency and vision, supervision of work safety activity procedure, education and report, arranging an organization in operating the company, solving work safety conflict in production, compliments to subordinates, meeting in making rules, in daily behavior both from the workers and the leaders, workshop for the workers, in assembling goal, assessment of worker to worker (Martinez-Corcoles et al, 2011).

Management Commitment

Commitment is perception in the support of leader and commitments from individuals, in the process of decision-making that is related with work, allocation of resources, and in the making of work procedure, applying safety culture program especially during a state of disaster crisis. Monitoring the obedience to conduct procedure/rules. K3 policy has to be communicated and socialized as the responsibility of workers so that it has to be known, understood, comprehended, internalized, and conducted by every party involved, considering inputs from various parties to protect workers from the danger and risks towards K3.

Effective Communication is a form of communication that succeeds in conveying the thoughts by using aware feelings, according to Walter Lippman in Effendy (2005) effective communication is a communication that tries to choose the most precise way so that the mental image and the content of the

commentator's consciousness may be understood, perceived and even acted by the communicant. Effective communication is an exchange of information, ideas, feelings that result in change of attitude so that a good relationship might be formed both for the message delivered to the recipient.

Measurement of effectiveness from a communication process may be seen through the achievement of the message deliverer's goal. According to Seeger & Reynolds, K3's communicator has to understand the crisis pattern to help anticipate a problem and to prepare a proper response. Even though every crisis has its own distinctiveness, there is a general pattern between them.

Material and Methodology

This research used quantitative method to explain the relationship between variables through the hypothesis test. The relationship that was researched was the impact of safety climate, safety management situational and safety behavior in improvement of Safety Culture, also the communication climate and Communication Satisfaction towards Organizational Communication.

This research was conducted by quantitative method and by using the hypothetical deduction mindset. It stated that the research has gone through the identification, description, classification, modification (reconstruction), analysis, and interpretation (validity and verification) steps. The steps that were conducted within this research include literature study/preliminary study, secondary data gathering, hypothesis determination, primary data extraction, interpretation and analysis.

Result and Discussion

Analysis of data was conducted using an instrumental test through normality test. This test is used to check the regression model in independent variable and independent. Good regression model is the one that has normal data distribution or close to normal. Normality test was implemented by normality detection which is a detection by observing the data (point) spread on a diagonal axis in a graphic.

If the data spreads around the diagonal line and follows the direction of the diagonal line, then regression model has fulfilled the normal assumptions. Researchers need to develop a research instrument before it is used for gathering data, the validity and reliability has to be tested beforehand, so that the data gathered could be valid and reliable.

After a sample has been predetermined and an instrument's validity and reliability has been tested, then the next step is to extract data from the predetermined sample. After the data is gathered, data is then analyzed. Analysis is directed towards answering statements of the problems and the formulated hypothesis.

T-Test (partial) and F-Test (simultaneous). T-test is done to know whether there is an effect of independent (free) and dependent (bound) variable partially. Hypothesis test with t distribution or partial test is a hypothesis test that is done with t-distribution as statistics test, F-Test is done to know whether there is an effect of independent (free) and dependent (bound) variable simultaneously.

This research data is analyzed using the SPSS 24 software, a statistical analysis software. SPSS is for scientific class packaging for packaging statistic social meaning for social sciences. Decision-making in this test is done by seeing the value of F that is present in the ANOVA table, significance level that is used is 0,05. The conditions for F test are as follows (Ghozali, 2016): If the significant value of F < 0,05 then H0 is rejected and H1 is accepted. That means every independent variable has a significant influence on dependent variable. If the significant value of F > 0,05 then H0 is accepted and H1 is rejected. That means, every independent variable does not have a significant influence on dependent variable.

Safety Culture. Primary data in the form of Safety Culture questionnaire is categorized into 3 (three) indicators. They are regulation, leadership and risk management. The result of the analysis of safety climate questionnaire from work environment area unit shows data as follows:

Table 2. Average Value of Safety Culture

No	Indicators	Mean (%)	Category
1.	Commitment	87,96	Excellent
2.	Communication	87,96	Excellent
3.	Organizational Management	84,41	Excellent
	Safety culture	86,77	Excellent

The table above shows the average value of Safety Culture that is in excellent category (86,77%). The commitment indicator is in excellent category (87,96%), the communication indicator is excellent (87,96%), organizational management indicator is also in excellent category (84,41%).

Primary data in the form of questionnaire of safety climate has 82 questions that are categorized into 7 (seven) indicators. They are management commitment (leadership), safety communication, procedure and rules (regulations), work environment, Accountability or personal involvement (participation), policy, and safety training. The result of the safety climate questionnaire analysis from the work environment unit area shows data as follows:

Table 3. Average Value of Safety Climate

No	Indicator	Mean (%)	Category
1.	Management Commitment (leadership)	88,58	Excellent
2.	Health communication	79,78	Excellent
3.	Rules and procedure (regulation)	72,53	Good
4.	Supportive work environment	61,88	Good
5.	Accountability/Personal involvement (participation)	76,08	Excellent
6.	Safety training	81,32	Excellent
7.	Policy	74,07	Good
	Safety climate	76,32	Excellent

The table above shows the average value of safety climate is in the excellent category (76,32%). The 7 (seven) indicators are: Commitment (8858%), Communication (79,78%), Personal Accountability (76,08%) and Training (81,32%) are in excellent category. Meanwhile, Policy (74,07%), Procedure and rules (72,53%), and work environment (61,88%) are in the good category.

Situational. Primary data in the form of situational questionnaire is categorized into 3 (three) indicators. They are: regulation, leadership, and risk management. The result of safety climate questionnaire analysis from each work area unit shows data as follows:

Table 4. Average Value of Situational (Safety Management)

No	Indicator	Mean (%)	Category
1.	Regulation	83,64	Excellent
2.	Leadership	73,00	Good
3.	Risk Management	89,00	Excellent
	Situational	81,88	Excellent

The table above shows the average value of situational (Safety Management) is in the excellent category (81,88%). The indicator of regulation is excellent (83,64%), the indicator leadership is in excellent category (73,00%), the indicator of risk management is in the excellent category (89,00%).

Safety Behaviour. The primary data in the form of Safety Behavior questionnaire is categorized into two indicators. They are: Safety Obedience and Safety Participation. The result of Safety Behavior questionnaire from work area unit shows data as follows:

Table 5. Average Value of Safety Behavior

No	Indicator	Mean (%)	Category
1.	Safety Obedience	61,11	Good
2.	Safety Participation	86,26	Excellent
	Safety Behavior	73,68	Good

The table above shows the average value of Safety Behavior is in good category (73,68%). The indicator of safety obedience is in good category (61,11%). Meanwhile, the indicator of safety participation is in excellent category (86,26%).

Organizational Communication. The primary data is Organizational Communication questionnaire including dimension of communication climate and communication satisfaction. The result of Organizational Communication questionnaire from work area unit shows data as follows:

Table 6. Average Value of Organizational Communication

No	Indicator	Mean (%)	Category
1.	Communication Climate	73,08	Good
2.	Communication Satisfaction	78,39	Good
	Organizational Communication	75,07	Good

The table above shows the average value of Organizational Communication is in good category (75,07%). The indicator of Communication Climate is in good category (73,08%). Meanwhile, the indicator of Communication Satisfaction is in good category (78,39%).

Result of Primary Data. Data is gathered by means of Questionnaire's result, as follows: The result of primary data in the form of mean (safety climate, situational and safety behavior questionnaire, is categorized into 4. They are: ED (Extremely Disagree), 1 score, poor (1,00-2,00), D (Disagree), 2 score, quite good (2,01-3,00), A (Agree), 3 score, good (3,01-4,00), EA (Extremely Agree) very good score of 4 (4,01-5,00). The questionnaire is then given to the respondents who have been determined from various levels of position, department, function, and related part using the questionnaire and Likert's scale as the instrument of research. Questionnaire is disseminated to every worker, with a minimum of 30-50 respondents for each work area unit.

Primary Data of Safety Culture. The result of Safety Culture analysis that includes three indicators, namely Commitment, Communication and Organizational Management shows data as follows: the average value of Safety Culture is in excellent category (86,77%). Indicator of commitment is excellent (87,96%), the indicator of communication is in excellent category

(87,96%), and the indicator organizational management is in excellent category (84,41%),

The result of Organization Communication analysis that includes 2 (two) indicators, namely Communication Climate and Communication Satisfaction shows data as follows: Communication Climate is in good category (73,08%), while the indicator of Communication Satisfaction is in good category (78,39%);

The result of hypothesis analysis has shown that H0 is rejected and H1 is accepted. This can be seen from F count value which is (11,976) > F- Table (1,22). Meanwhile, the significance value that is generated is (0,000) which is smaller than (0,05). Thus, it can be concluded that the multiple regression model is appropriate for use, and the independent variable that includes Safety Climate (X1), Situational (X2), and Safety Behavior (X3) has an impact on dependent variable (Y1) which is Safety Culture that includes Communication, Commitment, Organizational Management, while Communication Satisfaction (X4), Communication Climate (X5) has an influence on Organizational Communication (Y2).

Indicator of Safety Climate. Primary data in the form of safety climate questionnaire is categorized into seven indicators. They are: management commitment (leadership), safety communication, procedure and rules (regulation), work environment, Accountability or personal involvement (participation), policy, safety training. The

result of safety climate questionnaire from work area unit shows data as follows:

Management Commitment (Leadership). The primary data which was gathered from work area unit shows the average value (mean) of the indicator of leadership at 88,56% and is included in the excellent category (range 75-100%).

Communication. The primary data which was gathered from work area shows the average value (mean) of the indicator of communication at 79,78% and is included in the excellent category (75-100%)

Rule and Procedure. The primary data which was gathered from work area shows the average value (mean) of the indicator of rule and procedure at 72,53% and is included in the good category (50-75%).

Work Environment. The primary data which was gathered from work area shows the average value (mean) of the indicator of supportive work environment at (61,88%) and is included in the good category (50-75%).

Personal Involvement/Personal Accountability. The primary data which was gathered from work area shows the average value (mean) of the indicator of personal involvement/personal accountability at (76,08%) and is included in excellent category (75-100%).

Policy. The primary data which was gathered from work area shows the average value (mean) of the indicator of policy at (74,07%) and is included in good category (50-75%).

Training. The primary data which was gathered from work area zone 7 for the questionnaire's result with 162 respondents shows the average value (mean) of the indicator of training at (81,32%) and is included in excellent category (75-100%).

Situational Indicator. Regulation (Procedure and Rule). The primary data which was gathered from work area shows the average value of the indicator of regulation at (83,64%) and is included in excellent category (75-100%). It shows that this indicator is significantly influencing towards the maturity of safety culture.

Leadership (Management of Commitment)

Primary data from work area shows the average value of the indicator of leadership (management of commitment) as (73,00%) and is included in good category (50-75%).

Risk Management. The primary data which was gathered from work area shows the average value of the indicator of risk management at (89,00%) and is included in excellent category (75-100%). This also shows that the indicator of risk management on situational variable has the biggest influence on the maturity of safety culture.

Indicator of Safety Behaviour

The indicator of Safety Behavior comprises 2 (two) indicators, namely Safety Obedience and Safety Participations with 162 respondents as follows: The primary data which was gathered from work area for the questionnaire results shows the average value of the indicator of safety obedience at (61,11%) and is included in good category (50-75%). Meanwhile, the average value of the indicator of safety participation is (86,26%) and is included in the excellent category (75-100%).

The indicator of Organizational Communication comprises two indicators, namely: Communication Climate and Communication Satisfaction with 162 respondents as follows: The primary data which was gathered from work area for the questionnaire results shows the average value of the indicator of communication climate at (73,08%) and is included in good category (50-75%). Meanwhile, the average value of the indicator of communication satisfaction is (78,39%) and is included in the excellent category (75-100%).

Conclusions

When communication is not effective, we need to see the characteristic from this influence first rather than to find ways to improve it. From the research, it can be summed up in the following things: Safety Culture, the average value of safety culture is in excellent category (86,77%). The indicator of commitment is in excellent category (87,96%), indicator of communication is in excellent category (87,96%), indicator of organizational management is in excellent category (84,41%).

It can be procured that H0 is rejected and H1 is accepted as can be seen from the value of F count which is (11,976) > F-Table (1,22). Whereas the significance value that is resulted is (0,000), or smaller than (0,005). Thus, it can be concluded that the multiple

regression model is appropriate for use, and the independent variable (X) which includes Safety climate, Situational (Safety management) and Safety behavior has a simultaneous influence on dependent variable (Y) Safety Culture which includes Communication, Commitment, and Organizational Management.

By comparing the count value of t and the table value of t, with results that count-value t > t-table, then there is a relationship or influence of independent variable (X) which includes Safety Climate, Situational and Safety Behavior over dependent variable (Y) which is Safety Culture that includes Communication, Commitment and Organizational Management.

With the condition: if (r-count < r-table) then Ho is accepted, H1 is rejected, if) r-count > r-table) then Ha is accepted. From the table above, it can be seen that the three hypotheses that r-count > r-table, thus, the hypothesis states that: In Safety climate, the obtained data is that r-count (0,493) > r-table (0,1826) which involves management commitment, communication, policy, rules and procedure, work environment, personal accountability (personal involvement), training, and there is a positively significant influence on Safety Culture which includes Communication, Commitment and Organizational Management.

Situational (safety management), the obtained data is that r-count (0,659) > r-table (0,1826) which includes regulation, leadership and risks management. There is a positively significant influence on Safety Culture that includes Communication, Commitment, and Organizational Management.

Safety behavior, the obtained data is that r-count (0,5111) r-table (0,1826) which includes safety obedience and safety participation, there is a positively significant influence on Safety Culture that includes Communication, Commitment, and Organizational Management.

Organizational Communication. Primary data in the form of Organizational Communication questionnaire includes the indicators of communication climate and communication satisfaction. The result of the questionnaire's analysis shows the following:

Seen from t-count value and t-table, with the result of communication climate t-count (4,811) > t-table (0,000) and Communication Satisfactory t-count (0,787) > t-table (0,432), thus Communication climate and Communication Satisfaction have a positively significant influence on Organizational Communication.

It is very important to maintain the strongest indicator from Safety Climate: Commitment, Communication, Accountability, Training and improve the indicators of rules, work environment, and Policy, which are the learning and communication to do repair attempts (leading) in order to fix the level of safety culture maturity.

Hopefully, the result of this research could be used as a reference for the company's management to implement Safety Culture improvement and raise awareness of Occupational Health and Safety (K3) aspects for workers employed at the Central Office and in the field (Work Unit).

Well-maintained organizational communication. be it internal, external, vertically, and horizontally often faces problems which, in the long run, might cause ineffectiveness in communicating or in other word, miscommunication.

To fix miscommunication with the goal of having an effective and interactive communication, where communication climate and communication satisfaction from leaders/superiors towards the subordinates or vice versa, there might be problems or obstacles that come from the environment, education or knowledge and that we expect our communication could be effective, what we want to convey and what the communicant receive are in tune, however miscommunication from what is conveyed from top management, supervisor in relaying message to subordinate or to the superiors, there might be a potential that the message could be biased, and for its part, we have to verify the message once more.

To the workers of PT. XYZ, this research could be a drive and reference to put forward two-way communication that is interactive in giving inputs to management/leaders and subordinate or frontlines with the goal of improving communication and coordination to all workers so that the work could be done quickly, efficiently and precisely, and that the flow of information could be well maintained, be it vertical communication upward,

downward, horizontal communication in superior level or frontline level, and interpersonal communication, so that it could help in minimizing miscommunication (lack of communication) in the field.

References

Abbas, T, & Charles, T. (2010). *Mixed Methodology Pendekatan Kualitatif dan Kuantitatif*, Pustaka Pelajar.

Andi, M.R, (2018). *Tafsir Kontemporer Ilmu Komunikasi: Tinjauan Teoretis, Epistemologi, Aksoilogi.* Indigo Media

Arni. M. (2015). *Komunikasi Organisasi*, Bumi Aksara.

Craig, R.T, Muller & Heidi L. (2007). *Theorizing Communication*. Sage Publications, Inc.

Cresswell, JW (1994), *Research design pendekatan kualitatif, kuantitatif dan Mixed,* Pustaka Pelajar.

Depkes RI. (2009). *Profil kesehatan indonesia*. Departemen Republik Indonesia

Ginting (2013). *Perubahan budaya safety di industri.* World Class Quality Management

Gunawan. (2013). *Safety Leadership*. Dian Rakyat

Goldhaber, G.M. (1993). *organizational communication,* Mc Graw Hill.

Human Engineering. (2005). A review of safety culture and safety climate literature for the development of the safety culture inspection toolkit. *Health and Safety Executive, 1–42.*

Kriyantono, R. (2006). *Teknik praktis riset komunikasi.* Kencana

Liliweri, A. (2018). *Paradigma penelitian ilmu sosial..* Pustaka Pelajar.

Littlejohn & Foss, K. (2016), *Ensiklopedia teori komunikasi*. Kencana.

Neuman, W.L. (2013), *Metode penelitian sosial: pendekatan kualitatif dan kuantitatif,* Whitewater

Onang U.E. (2007). *Ilmu komunikasi teori dan praktek,* Remaja Rosdakarya..

Robert, T.C & Heidi, L.M. (2007). *Theoizing communication, readingsacross tradition*. Thousand Oaks.

Ramli, S. (2009). Pedoman praktis manajemen risiko dalam persfektif K3, Dian Rakyat.

Sianturi, R.R.,Wahyudin, U., & Suryana, A. (2019). Pengaruh iklim komunikasi organisasi terhadap kepuasan komunikasi, *Meta Communication; Journal of Communication Studies.* 4(1), 12-26.
DOI: http://dx.doi.org/10.20527/mc.v4i1.6281

Sugiyono & Lestarai, P. (2021). *Metode penelitian komunikasi (kuantitatif, kualitatif, analisis teks, cara menulis artikel untuk jurnal nasional dan internasional)*. Alfabeta.

Wayne, P & Don F.F. (2013). *Komunikasi organisasi, strategi meningkatkan kinerja perusahaan*. Remaja Rosda Karya.