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Leadership Style Correlation with the Occurrence of Unsafe Act Fabrication Employees Pt. BSB Gresik

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ABSTRACT

The domino theory of Heinrich said that the existence of a work accident is derived from the lack of control of the management. Many companies are aware of this and trying to implement a secure way of working in order to avoid workers from occupational accidents and company to avoid a loss of one of them is using the right leadership approach. This aims of this study to determine the relationship style of leadership with the unsafe act fabrication workers PT. X. Research design of this study is cross-sectional, observational research with quantitative approach. The sample size of this study was 40 workers, using total sampling technique. Data was analyzed using Contingency Coefficient test. The research showed more of supervisor had a transformational leadership style (80%), transactional leadership style also amounted to 7 workers (17%), while the numbering laissez faire leadership style 1 worker (3%). Workers who act safe (safe) were 34 workers (85%) and other workers had act unsafe (unsafe) were 6 workers (15%). The relationship between leadership style with the unsafe act showed contingency coefficient value of 0.674, that means there was strong relationship between leadership style with unsafe actions. So the leadership style had a strong relationship with the unsafe acts of workers. It Suggested to improve performance (safety) workers, the company have to provide leadership training to supervisors.

Keyword: Leadership, Welder, Unsafe act

INTRODUCTION

Health and Safety Executive United Kingdom in 2015/16, 30.4 million working days were lost due to self-reported work-related illness or injury¹. In Indonesia occupational accidents at 2014 to the second quarter recorded a total of 18 105 cases, of which 10 101 recovered, 7,335 cured but can not work, permanent disability and 101 343 of them died. Operating losses reached more than 2 billion rupiah and working days lost almost 5 million working days. Genesis accidents that occur according to the Indonesian Minister of Manpower

and Transmigration, largely due to the lack of discipline and level of awareness of labor. The domino theory of Heinrich implies a work accident is derived from the lack of control of the management. Leadership style has a positive effect on job satisfaction, motivation and performance of employees. Research conducted² also observed that one's style leads have different outcomes depending on the performance of work, psychological and compliance in the workplace. Measures supervisor in giving instructions and directions will be followed by the reaction of the staff and workers. Follow the instructions and directions of the leadership style of the supervisor who is also suspected of having links with worker performance that is mental or psychological conditions such as stress. Research conducted³ proved that the style of a lead supervisor has a significant relationship to the stress level of workers. The difference of leadership style, will be seen that each worker will have a different attitude towards the supervisor so appropriate to learn how to do the work performance. Variations in the

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supervisor's leadership could be expected to cause the variations of the workers behavior also in Steel company Gresik. PT. Bangun Sarana Baja-Gresik is a company engaged in the fabrication and construction of steel to produce steel which is processed into a form to order contractor. The company has 21 workshops where each workshop there are some production processes such as fabrication, sandblasting, painting, packaging. Most of the production process using a welding, grinding, cutting and painting. Each work area at PT. Bangun Sarana Baja-Gresik was inseparable from the risk of workplace accidents both workers who are in the office or workshop area. Workplace accidents can occur due to various factors, including unsafe conditions (unsafe condition) and no safe way of working (unsafe action). Workers are usually only concerned to get the job done faster, and not prioritizing safety. In other words, occupational health and safety risks that may occur is a human error or the fault of the workers that can cause accidents. The early observations known to the same job with different amounts, differences in the ability to work and provision of different targets from the supervisor led to workers taking shortcuts (shortcut) on the standard operating procedure (SOP). Each supervisor has the differences of leadership style and performance.

The Supervisor of fabrication workers at PT. Bangun Sarana Baja consists of a contractor's workers and supervisors as permanent workers. The supervisor leadership style will followed by several workers. Based on observations SOP has been available but many workers who perform unsafe acts and it is can be influenced by the supervisor leadership style. Based on the background and studies have outlined the problems that need to be assessed on leadership style relationship with the occurrence of unsafe act at fabrication workers PT. BSB Gresik.

METHOD

This research was analytic observational with cross sectional design. The population in this research is all fabrication workers who work in PT. BSB as many as 40 people. Using the total sampling technique. The independent variables included age, working time, education and leadership styles while the dependent variable is unsafe act. The research instrument used questionnaires, safe behavior observation checklist, interviews and secondary data company. Data were analyzed descriptively and analytically using

contingency coefficient test.

RESULT

The results of the study include the identification of respondents characteristics and the analysis of the leadership style with the unsafe act.

Respondent Characteristics Of the welder at PT. BSB Gresik

Table 1. Respondents Characteristics at PT Holcim project BSB Gresik

Characteristics	Category	Frequency	Percent
Age	20-29 years old	17	42,5
	30-39 years old	14	35
	40-49 years old	9	22.5
Education	Junior High School	18	45
	Senior/ vocational High School	22	55
Working Time	1-2 years	13	32,5
	3-4 years	10	25
	5-6 years	17	42,5

Table 1 show that the majority of age worker are 20-29 years were 17 workers (42.5%). The Education majority are high / vocational high school with a number of 22 workers (55%). The majority of working time are 5-6 years with the number of 17 workers (42.5%).

2 Analysis The relationship of leadership style with the incidence of unsafe act.

Identify the leadership style by workers has been conducted using questionnaires MLQ, in addition to identifying the characteristics of respondents who do use the questionnaire. Leadership styles that have been identified will be analyzed by unsafe acts. The results of the analysis of leadership style with welder unsafe actions can be show at Table 2.

Table 2. Relationship between leadership style with welder unsafe action at PT.BSB Gresik 2017

Leadership Style	Action				Total	
	Unsafe		Safe			
	(f)	(%)	(f)	(%)	(f)	(%)
Transformasional	0	0	32	100	32	100
Transactional	6	85,7	1	14,3	7	100
Leissez faire	0	0	1	100	2	100
Total	6	15	34	85	40	100

Contingency Coefficient=0,674

Table 2 showed the majority of the welder who act unsafe provide were from transactional leadership style (6 employees), while only one worker acted safe. All workers who judge her supervisor had transformational leadership style or leissez faire act safe. The relationship between the variables of leadership style with the action variable (unsafe) showed with contingency coefficient of 0.674, it means there is a strong relationship between leadership style with welder unsafe actions.

DISCUSSION

1. Unsafe Action

Unsafe act by⁴ states that the action is not safe (unsafe action) is the action that could endanger workers and others that can cause accidents. Observations indicate that unsafe acts are still met at the workshop location. The welder does not use personal protective equipment should be worn. Welder observed unsafe acts, do not use welding goggles and helmet welding. Unsafe actions are any personal characteristics or conditions that may cause or affect a worker's unsafe act. This condition may be the condition of mental, emotional or physical. Some types of unsafe actions, among others were do not want to use the safety equipment at work, removing the safety devices, not aware of the job dangers, lack of attention to the dangers of the job, low levels of job skills or who are not adequately trained for a specific job or work playfully. Could be a worker trying to avoid extra work or try to save time by taking a shortcut. This action may endanger himself or others who may end up with an accident⁵.

Heinrich with Domini theory suggests that every accident is bound to cause. If the causative factor is removed, then by itself accidents can be prevented. There are 5 factors in a sequence which is described as five dominoes standing in line, namely : custom, one's own mistakes, acts and unsafe conditions (hazard), accidents and injuries⁶. The idea behind the domino theory was if we eliminate one of the dominoes, the possibility of losses incurred will be reduced. Heinrich found domino 3 (unsafe act / condition) is a major domino that must be removed from the circuit. The goal (eg the use of PPE) is to eliminate the domino 5 (injury) of the chain of events that although four other domino has fallen. Unsafe actions can be caused by several things and according⁷ unsafe actions of a person is affected by the behavior, physical condition, knowledge and expertise as well as the conditions of the work environment. Based on that accident prevention efforts should include a variety of businesses, among others by improving the technical, persuasive action, individual adjustments with his work and with enforcing discipline (law enforcement).

2. Leadership style with unsafe acts (unsafe act).

Leadership is important in the organization as the Malcolm Baldrige National Quality Award (MBNQA) determines the highest score and the European Foundation for Quality Management (EFQM) criteria for leadership in an important position. Leadership is one of the important pillars of the five pillars of Total Quality Management (TQM), which is the ability of a leader (leaders) to influence employees to work to achieve corporate objectives⁸. Leadership is important

not only in a career and organization. So, leadership is important in every sector, the community, and each country⁹. Leadership is important because leadership is something that is compulsory in life, so that life becomes more organized and justice can be enforced, and the ability to utilize and manage the existing potential. So where was leadership becomes very important in the manufacturing industry.

According¹⁰ there are five approaches leadership, namely: the trait approach (trait approach), approaches the power-influence (power-influence approach), the situational approach, integrated approach (integrative approach), and behavioral approaches (behavior approach). Researchers continue to study the causal and the correlation between leadership behaviors and organizational performance¹¹.¹² Bass formulate multifactor Leadership behaviors can be shaped Questionnaire (MLQ).

The results of this study are also used MLQ as an instrument, showed a strong correlation between leadership style with unsafe acts (unsafe act). The transactional leadership style of supervisors showed a tendency to act insecure workers, and vice versa transformational leadership style more direct the workers to act safely. Leadership style which is less involving staffs in making decisions, will cause the staffs felt was not necessary, because the decision-making related to the staffs tasks everyday. The imposition of the will by the supervisor or employer should not do. However, a leader in applying the appropriate style of leadership is a wise move to staffs, it will failure in achieving organizational goals¹³. The leadership style used in interacting with staffs, through this interaction between supervisors and staffs each has a different status. The interaction of two different status occurs, if the status of the leader can understand the state of his staffs. In general, staffs feel protected by the leadership if the leadership can be soothing staffs to the tasks assigned to them. How to interact by the leadership will affect the organization's objectives. Bottoms are generally more likely to accept the boss nurturing staffs so happy feeling will arise task, which in turn increases employee performance¹⁴. One form of leadership that is believed to compensate for patterns of thought and reflection new paradigm in the globalization process formulated as transformational leadership. Transformational leadership, described as a style of leadership that can arouse or motivate employees, so that they can grow and achieve performance at a high

level, in excess of what they anticipated. In addition, the transformational leadership style is considered effective under the circumstances and in any culture¹⁰. Transformational leadership, described as a style of leadership that can arouse or motivate employees, so that they can grow and achieve performance at a high level, in excess of what they anticipated¹⁰. Leadership described as a transactional leadership that provides an explanation of what the responsibilities or duties of the staffs and rewards they can expect if the specified standard is reached. This leadership style, open in the event to share information and responsibilities to the staffs. Despite this openness is an important component in running an organization, but leadership is not enough to explain the extra effort and performance of the staffs, what really can be extracted, a leader of the employees. Therefore we need another concept, of a leader that is able to explore additional effort or performance of the staffs. So it is not just an agreement between tasks and rewards leadership and transactional to the staffs. Leadership, leader and follower acts as a principal bargaining chip in a process that involves the exchange of rewards and punishments. The main idea of transactional approach is the existence of the exchange, the leader wants what belongs followers and reply leaders will give what is desired by the followers. Thus, transactional leaders motivate staffs to act in accordance with expected through the establishment of reward and punishment. Transactional leadership has two dimensions which include: (a) Active, leaders supervise and look for irregularities on various rules and standards, as well as taking corrective action; (B) Passive, leaders intervene only when the standard is not achieved¹⁵. Transactional leadership according¹⁶ is a style of leadership that focus on interpersonal dealings between the leader and the employee that involves the exchange relationship. The exchange is based on an agreement on the classification of targets, work standards, job assignments, and appreciation. Based on expert opinion can be deduced that the transactional leadership is leadership that involves or emphasis on rewards to motivate staffs, meaning the transactional leadership style has behavioral characteristics motivate the staffs by rewarding appropriate (contingen reward) and the management as necessary (management by exception)

CONCLUSIONS

The conclusion of this research are:

The majority of workers aged were 20-29 years, the education were high / vocational high school, with the working time 5-6 years old.

The supervisor's leadership style used is the transformational style (80%), followed by transactional style (17%) and laissez faire (1%)

Leadership style has a strong relationship with the unsafe acts of workers.

SUGGESTIONS

Advice can be given to companies are:

Provide training to supervisors regarding the leadership to improve performance (safety) workers.

To re-training to employees regarding the use of PPE welding, especially for the new welder.

Clarify and increase the minimum qualifications (certificates) for the welder.

Conflict of Interest, Ethical clearance & Source of interest.

We intend to publish an article entitled "LEADERSHIP STYLE CORRELATION WITH THE OCCURRENCE OF UNSAFE ACT FABRICATION EMPLOYEES PT. BSB GRESIK". On behalf of all the contributors I will act as guarantor and will correspond with the journal from this point onward.

Ethical Clearance- Taken from Health Research Ethics Committee Public Health Faculty, Airlangga University, Indonesia

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Conflicts of Interest- NIL

We have done sufficient work in the field to justify authorship of this article. We hereby transfer, assign, or convey all copyright ownership, including any and all rights incidental thereto, exclusively to the journal, in the event that such work is published by the journal.

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