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Analysis of the Influence of Motivation Theory in the Implementation of Occupational Safety and Health at Manufacturing Companies to Improve Employee Compliance

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ABSTRACT

Occupational safety and health or often referred to as OSH is the main pillar for the manufacturing industry to maintain employee welfare and productivity. This study analyzes the influence of motivation theory, specifically Maslow's needs theory, in improving workers' compliance with OSH implementation in Manufacture Company. The study employed a quantitative methodology approach through a data collection method involving 30 respondents from Manufacture Company. A Likert scale-based questionnaire was used to gather the data and SPSS 26 was used for analysis with validity, reliability, normality, and factor analysis tests. The results showed that five elements of motivation - physiological, safety, social, esteem, and self-actualization needs - had a significant influence on workers' compliance with OSH with the social needs element having the greatest influence. Thus, Maslow's needs theory is proven to have an influence in improving employee compliance with OSH implementation in industry.

JEL Classifiaction : J24, J28

Introduction

The growth of the manufacturing industry in Indonesia has been accelerating significantly. Manufacturing industry can be defined as companies that aim to process raw materials or semi-finished materials into finished goods/finished products that have added value to generate profits(Harahap et al., 2023). The sector contributes to the economic development of the surrounding area by helping the local community become a productive component(Rafika Azwina et al., 2023). Employees are people who provide services and receive compensation in predetermined amounts(Lestari, 2017). Production activities in a company cannot be implemented without employee participation(Rahmawati, 2020).

Basically, every employee needs to feel safe when carrying out their work or duties in an industrial environment. Therefore, companies need to always implement Standard Operating Procedure (SOP), which are regulated with consideration for occupational safety and health aspects. OSH is a very important pillar in maintaining employee productivity and welfare in the workplace. In every industry, it is essential to continuously implement OSH measures for employees working in industrial environments. OSH implementation in industries can take the form of programs aimed at increasing employee awareness and reducing the risk of accidents in the workplace. When implementing OSH in industries, employees must adhere

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to the established procedures. Compliance can be understood as the extent to which individuals adhere to rules and instructions that have been determined(WIjayanti et al., 2022).

It is the concept and aspiration of OSH to ensure the protection and perfection of physical and psychological well-being(Hasibuan & Purba, n.d.). Occupational safety and health is divided into two points, namely safety at work and health at work. Occupational safety covers safety, tools, materials, and also the processing. Meanwhile, occupational health refers to the physical, mental, and social condition of employees, who are free from illness and health disorders(Asiva Noor Rachmayani, 2015). Occupational safety and health, particularly concerning worker protection, is governed under Constitution No. 13 of 2013. This law also provides strong evidence of reducing the risk of injury and death in the workplace(Andersen et al., 2019) The purpose of implementing OSH is none other than to make a safe work environment, make healthy conditions for employees, families, and the surrounding community through promotional, preventive, curative, and rehabilitative efforts.

Every employee must have motivation to do something. Motivation is defined as a psychological phenomenon that arises consciously within an individual to perform an action with a specific goal(Prihartanta, 2015). One theory of motivation is the theory proposed by Abraham H. Maslow regarding needs. Abraham Maslow explains that basically all individuals have basic needs(Abraham H. Maslow, 1943). Maslow argued that the needs of each individual are divided into five levels, including self-actualization, physical needs, appreciation, and a sense of security, love, and belonging(Abulof, 2017). The hierarchy of needs theory consists of the need for safety, love, and physiological needs at the base. In the middle are the needs to be understood. And at the top are the needs for self-actualization(Ventegodt et al., 2003).

Prior studies have analyzed how motivation relates to OSH compliance. As an example, Bayu R., Moch. D., and M. Iqbal examined the effects of occupational safety and health on employee motivation, and their results showed that safety and health together influence motivation at work. (Hedianto et al., 2014). According to the findings of Intan C. Dewi, Hamidah N. Utami, and Arik Prasetya, occupational safety and health programs have a beneficial effect on enhancing employees' motivation. (Dewi, 2014). Meanwhile, research by Ziyadul W. Itsalis, Arik Prasetya, and Ika Ruhana found that programs discussing safety had a significant impact on work motivation. However, health programs were found to have no effect on employee work motivation(Itsalis et al., 2014). Findings from previous studies indicate that limited attention has been given to identifying the factors influencing employee compliance with occupational safety and health practices in the industry. This study is intended to explore the factors that shape OSH compliance in industry, using Abraham H. Maslow's needs theory as a theoretical foundation. The outcomes of this study are intended to support efforts to increase employee compliance with occupational safety and health practices in the industrial sector.

Methodology

The research took place in a manufacturing company located in the Cikampek District of Karawang City, West Java, Indonesia. Manufacture Company is engaged in the chemical industry for plants. This research was conducted on November 21, 2024. This study was conducted to identify the factors that enhance employee compliance with OSH, drawing on the theory of needs(Wardani & Samsudin, 2023). This research was conducted by conducting direct observations in the field to study the conditions of the industry, then the researchers collected data through questionnaires using G-form using a Likert scale ranging from very unimportant to very important, which were distributed to 30 respondents who were employees at Manufacture Company. The questionnaire contained 30 questions representing the five dimensions of Maslow's theory: self-actualization, physical needs, esteem, safety, love, and belonging. After the data was collected, the researcher processed it using SPSS 26 for factor analysis. This involved conducting validity tests, reliability tests, and normality tests as required. The researcher drew conclusions from the processed data and provided recommendations based on the research findings once the processed data was available.

In this OSH study, the researchers determined several variables to be examined. The variables determined by the researchers were variables X and Y, where these variables were:

a. X is the five elements of Maslow's hierarchy of needs, which are self-actualization, esteem, physical needs, safety, love, and belonging.
b. Y is employee job satisfaction with the implementation of OSH Management System at Manufacture Company.

Research data was collected through questionnaire questions with Likert scale answers distributed via Google Form. The following is a list of questions asked to employees at Manufacture Company:

a. Physiological Needs

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1. Providing a clean, healthy, and safe work environment to support work productivity.
2. Availability of health facilities such as medical rooms or clinics in the workplace.
3. Providing clean drinking water and access to nutritious food during working hours.
4. The importance of work schedules that allow for breaks to maintain the physical health of employees.
5. The importance of good ventilation and lighting to keep employees comfortable.
6. Providing a comfortable break room so employees can rest before returning to work.

b. Safety Needs
   1. Guaranteed protection from workplace accidents.
   2. The importance of PPE that meets the criteria for each type of work.
   3. The existence of clear emergency procedures for handling accidents or hazards in the workplace.
   4. Regular supervision and inspections to ensure employee safety.
   5. The importance of companies providing work insurance so that employees feel safer and more protected.
   6. The importance of regular evacuation training so that employees are prepared to deal with emergency situations.

c. Social Needs
   1. The importance of coworker support in creating a safe work culture.
   2. The role of the work team in openly discussing work safety issues.
   3. The existence of joint activities that promote work safety and health.
   4. Good communication between employees and management regarding work safety issues.
   5. Employees are given the opportunity to participate in the workplace safety community to become more aware of the importance of a safe culture.
   6. Creating an integrated workplace culture where every employee feels recognized and heard regarding safety.

d. Need for Recognition
   1. Recognition for employees who consistently adhere to workplace safety procedures.
   2. Recognition from supervisors for employees' efforts in maintaining a safe work environment.
   3. Providing incentives for employees who actively contribute to workplace safety programs.
   4. The importance of receiving appreciation for ideas or suggestions to improve workplace safety.
   5. Employees who contribute to improving workplace safety can also be given certificates of appreciation as a form of recognition.
   6. Annual awards for teams or individuals with the best initiatives in workplace safety.

e. Self-Actualization Needs
   1. Opportunities for employees to participate in occupational safety and health training.
   2. Opportunities to improve knowledge and skills related to occupational safety.
   3. Opportunities for employees to become role models or mentors in occupational safety culture.
   4. A sense of pride in working in a safe and healthy work environment.
   5. Employees are given the opportunity to mentor their colleagues in occupational safety.
   6. Providing employees with access to attend seminars or conferences on occupational safety to broaden their knowledge.

Result and Discussion

This section outlines the results of the data analysis carried out using SPSS version 26. The findings are presented systematically to address the research objectives. Through this approach, the analysis not only explains the statistical results but also provides deeper insights into the factors influencing occupational safety and health compliance within the industrial context.

Validity Testisng

Before analyzing the findings, it is necessary to examine whether the research instrument is valid. Validity testing ensures that each item in the questionnaire accurately measures the construct it was intended to assess. Therefore, the results of the validity test provide the basis for confirming the appropriateness of the data used in this study. The following is a table of validity testing results, which can be seen in Table 1:

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Table 1. Validity Testing

Correlation							
		X1	X2	X3	X4	X5	Total
Physiological Needs	Pearson Correlation	1	.591**	.596**	.486**	.486**	.726**
	Sig. (2-tailed)		0.000	0.000	0.004	0.004	0.000
	N	33	33	33	33	33	33
Safety Needs	Pearson Correlation	.591**	1	.696**	.558**	.450**	.747**
	Sig. (2-tailed)	0.000		0.000	0.001	0.009	0.000
	N	33	33	33	33	33	33
Social Needs	Pearson Correlation	.596**	.696**	1	.632**	.642**	.856**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	33	33	33	33	33	33
Needs for Recognition	Pearson Correlation	.486**	.558**	.632**	1	.736**	.875**
	Sig. (2-tailed)	0.004	0.001	0.000		0.000	0.000
	N	33	33	33	33	33	33
Self-Actualization Needs	Pearson Correlation	.486**	.450**	.642**	.736**	1	.859**
	Sig. (2-tailed)	0.004	0.004	0.000	0.000		0.000
	N	33	33	33	33	33	33
Total	Pearson Correlation	.726**	.747**	.856**	.875**	.859**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	33	33	33	33	33	33

Source: Author's calculation based on survey data, 2024.

Valid standards can be determined by comparing the Pearson correlation coefficient with the Sig (2-tailed) value. If the Pearson correlation coefficient exceeds the critical value (r-critical), then the item can be categorized as valid. Alternatively, if the Sig. (2-tailed) value is less than 0.05, the item is considered valid with a 95% confidence level. This means that for each of the 30 items calculated according to their respective factors, the resulting Sig. (2-tailed) value must be less than 0.05. Based on the results of the validity test table above, it can be concluded that each item from the 5 factors, which were made into 30 questions, has a Sig. (2-tailed) value less than 0.05. Therefore, it can be concluded that the 30-item questionnaire is valid.

Realibility Testing

Once validity is established, the next step is to evaluate the reliability of the instrument. Reliability testing is carried out to determine the level of consistency in the responses if the instrument were to be used under similar conditions. A reliable instrument strengthens the credibility of the data and guarantees dependable results for further analysis.

The following is a table of reliability test results in Table 2:

Table 2. Realibility Testing

Reliability Statistics	
Cronbach's Alpha	N of Items
0.858	5

Source: Author's calculation based on survey data, 2024.

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The Cronbach Alpha value obtained based on the reliability test calculation results is 0.858. This value indicates that the value obtained is greater than the minimum required limit, which is 0.6. This condition indicates that the research instrument has a good level of reliability.

Normality Testing

Testing for normality is essential to ensure that the collected data meets the assumptions required for parametric statistical analysis. By assessing the distribution of residual values, researchers can verify whether the dataset follows a normal pattern, thereby justifying the use of specific statistical procedures.
The following is a table of normality test results in Table 3:

Table 3. Normality Testing

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		33
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	0.71395285
Most Extreme Differences	Absolute	0.097
	Positive	0.057
	Negative	-0.097
Test Statistic		0.097
Asymp. Sig. (2-tailed)		.200[c,d]

Source: Author's calculation based on survey data, 2024.

To calculate normality, use the residual values from linear regression. Based on the test results above, the Sig (2-tailed) value of the residual values is > 0.05, so it can be concluded that the residual values are normally distributed.

KMO and Bartlett's Test

Factor analysis necessitates that the data satisfy certain conditions, evaluated through the KMO and Bartlett's test. The Kaiser-Meyer-Olkin (KMO) statistic assesses sample adequacy for factor analysis, and Bartlett's test determines the feasibility of the correlation matrix for further examination. These tests serve as the foundation for determining the feasibility of conducting factor analysis.
The following is a table of the results of the KMO and Bartlett's tests in Table 4:

Table 4. KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
Bartlett's Test of Sphericity	Approx. Chi-Square	83.268
	df	15
	Sig.	.000

Source: Author's calculation based on survey data, 2024.

The test results table above is used to determine whether a variable is suitable for further processing or not. If the KMO MSA value is > 0.50, then factor analysis processing can continue. Based on the KMO MSA value obtained from the table above, 0.777 > 0.50, processing can continue because it meets the requirements.

Anti-Image Matrix Testing

The Anti-Image Matrix provides additional insights into the suitability of variables included in the factor analysis. This test helps to identify whether each variable contributes adequately to the model, ensuring that the factors generated represent meaningful constructs. Variables with low values may indicate a weaker contribution, whereas higher values suggest a stronger fit.
The following is a table of Anti-image matrix test results in Table 5:

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Table 5. Anti-Image Matrix Testing

Anti-image Matrices						
		X1	X2	X3	X4	X5
Anti-image Covariance	X1	.567	.147	.88	.511	.62
	X2	.47	.541	.81	.97	.71
	X3	.88	.81	.561	.93	.55
	X4	.71	.97	.539	.88	.51
	X5	.62	.71	.20	.812	.91
Anti-image Correlation	X1	.892	.94	.95	.52	.54
	X2	.94	.782	.453	.53	.70
	X3	.95	.53	.823	.51	.53
	X4	.25	.533	.51	.797	.560
	X5	.31	.70	.532	.560	.751

Source: Author's calculation based on survey data, 2024.

This table serves to distinguish which variables can be used in factor analysis testing. The requirement for factor analysis is that the MSA value must be greater than 0.50. Based on the test table above, the MSA value of all variables is > 0.50, so it can be concluded that all variables can be used for factor analysis.

Communalities

The communalities test explains the extent to which each variable can be represented by the extracted factors. A high communality value shows that a variable contributes a substantial portion of its variance to the factors, whereas a low communality reflects weaker representation. This stage is crucial for confirming whether the chosen variables contribute significantly to the factor model.
The following is a table of the results of the communalities test in Table 6:

Table 6. Communalities

Communalities		
	Initial	Extraction
Physiological Needs	1.000	.583
Safety Needs	1.000	.646
Social Needs	1.000	.768
Need for Recognition	1.000	.700
Self-Actualization Needs	1.000	.658

Source: Author's calculation based on survey data, 2024.

The table above shows the figures from the variables analyzed to determine whether they can describe the factors or not. Factors are assumed to be descriptive if they have an extraction value > 0.50. Referring to the table above, it can be seen that the extraction values of each factor are > 0.50. It can be concluded that the five factors above can explain the factors.

Total Variance Explained

The total variance explained analysis is used to assess the proportion of overall data variability that can be attributed to the extracted factors. A higher percentage reflects stronger explanatory power of the model. This analysis helps ensure that the factors are meaningful and capable of summarizing the underlying patterns in the dataset.
The following is a table of total variance explained in Table 7:

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Table 7. Total Variance Explained

Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.355	67.098	67.098	3.355	67.098	67.098
2	4.681	13.612	80.710			
3	3.441	8.827	89.537			
4	3.309	6.172	95.708			
5	2.215	4.292	100.000			

Source: Author's calculation based on survey data, 2024.

The table above shows that the initial eigenvalues of one factor can consist of five variables analyzed according to the required values. Eigenvalues > 1. Based on the table above, all factors have values > 1.

Scree Plot

The scree plot provides a graphical representation that helps identify the optimal number of factors to be preserved in factor analysis. By examining the point at which the slope of the curve levels off, researchers can determine the most significant factors that explain the majority of the variance. This visual approach complements the numerical results from eigenvalues.

The following is a scree plot that can be seen in Figure 1:

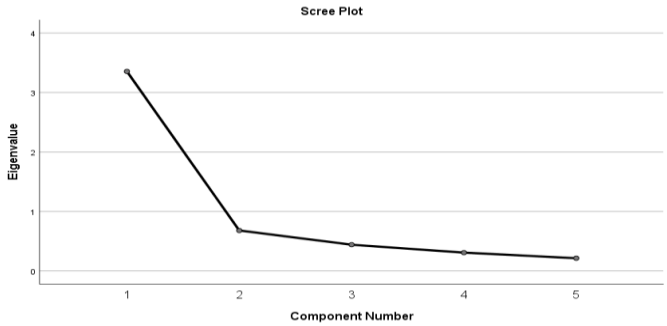


Figure 1. Scree Plot

Source: Adapted from author's calculation based on survey data, 2024

The plot above is an implementation of the image of the factors that appear. Where the factors that appear have eigenvalues > 1.

Matrix Component

The component matrix provides a summary of how strongly each variable is associated with the extracted factors. These values represent the degree of correlation between variables and the factors, thereby identifying the dimensions with the strongest impact. The interpretation of this matrix provides a clear understanding of how the theoretical constructs align with the empirical data.

The following is a table of the results of testing the matrix components in Table 8:

Table 8. Component Matrix

Component Matrix	
	Component
	1
Physiological Needs	.763
Safety Needs	.804
Social Needs	.876
Need for Recognition	.837
Self-Actualization Needs	.811

Source: Author's calculation based on survey data, 2024.

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The correlation coefficients between each variable and the factors shown in the matrix components. From the results above, you can see the ratios:

a. Physiological Needs with factor 1 of 0.763.
b. Safety Needs with factor 1 of 0.804.
c. Social Needs with factor 1 of 0.876.
d. Esteem Needs with factor 1 at 0.837.
e. Self-Actualization Needs with factor 1 at 0.811.

The results of the component matrix analysis indicate that social needs exert the strongest influence on enhancing employee compliance with occupational safety and health practices, compared to the other dimensions of Maslow's hierarchy of needs . Workers can be influenced to be more aware of the importance of implementing OSH through methods such as: support from colleagues in creating a work culture that promotes safety, joint activities that promote occupational safety and health, optimal communication between employees and management regarding occupational safety issues, and participation in communities to increase OSH awareness.

In a study conducted by Vincent Z. Panjaitan and Ida A. Anggraeni, it was stated that the results of research on worker motivation analysis showed that physiological needs had a greater influence on worker motivation, such as the accuracy of salary payments(Panjaitan, 2020). Najla A. Ajeung and M. Takrim also researched work motivation, finding that almost all aspects of Maslow's theory of needs influence work motivation, with the exception of self-esteem, which has little influence(Ratnadiningrum & Takrim, 2023). Previous research has shown that the factor influencing employee safety is communication between workers and contractors(Wijaya & Waskito, 2018). Research examining the effects of occupational safety and health on occupational disease rates found that providing adequate personal protective equipment can increase workers' awareness of occupational health(Putera & Harini, 2017).

Conclusion

Based on the results of data processing using SPSS, it can be concluded that the testing instrument consisting of 30 questions has been proven to be valid and reliable, with a significant Pearson Correlation value (Sig. < 0.05) for all items and item-total correlation values above 0.3, as well as a Cronbach's Alpha value of 0.858 (> 0.6), indicating very good internal consistency. The Kolmogorov-Smirnov normality test resulted in a significance value of 0.200 (> 0.05), implying that the residuals conform to normal distribution and meet the requirements for parametric statistical testing. Further factor analysis confirmed the suitability of the data with a KMO value of 0.777 (> 0.50). All variables (X1 to X5) showed strong contributions to the factor with factor loadings > 0.7, confirming that this instrument is not only valid and reliable but also capable of comprehensively describing the measured construct. Thus, this research instrument can be relied upon for use in further data collection.

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