



The Analysis of Leadership Expectation Concept for Safety Culture in Company Post Integration Process

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Abstract

This research aims to explore factor on Leadership Expectation concept for safety culture in company which acquired by holding company through integration process for almost 5 years. This study uses a mixed-method approach, quantitative survey and qualitative semi-structured interview, to obtain a comprehensive understanding of a company's culture following an integration. In the qualitative method, semi-structured interviews were carried out with 6 respondents on managerial level. The Quantitative survey was conducted involving 45 participants representing technician, operators and shift supervisor. The data analysis methodology uses Exploratory Factor Analysis (EFA) to get into stakeholder awareness and understanding of safety behavior. The result revealed above 58% score analysis of five factors shown that employee can demonstrate commitment towards achieving goals, prevent errors and break away from old habits to attain favorable outcomes. The interview feedback show that the respondents believe this cultural journey have an impact to the operational. The main challenge is changing stakeholder behavior and culture that has been embedded from previous times. To overcome the challenges, Leader can provide clear justifications for each safety concern, demonstrate commitment towards achieving goals, offer support to colleagues who take initiative and make decisions, and are open to considering other ideas and perspectives.

Introduction

The wave of investment began to come in massively when the Indonesian government simplified the investment bureaucracy in last decade. Indonesia government try to remind parties who are responsible for business licensing, to provide best services which reduce time (Bappenas, 2018). This can be seen from the merger and acquisition activities of domestic companies by international companies. In 2018 after long journey due diligent one of biggest oil company in the world (XMO) do Merger and Acquisition (M&A) to Indonesia Lubricant company (PT. TKF). Acquisition is one of strategy in a business environment especially when a company want to expand their business portfolio in the market. Expanding the scale of business work through increasing sales, support, and equity by the company without external interaction is a company's internal growth strategy. Meanwhile, the company's external growth strategy can be carried out by merging two or more companies (Durmaz, 2015).

Although it is common, should be carefully examined because merging two entities requires a significant amount of work. This is due to the process of acquisition itself can be considered complete when the acquirer has obtained control of the target entity or company's assets and its operation. Then upon completion, the target and acquiring companies' businesses and cultures must be integrated.

Later, the challenge face by the merger and acquisition are the success of two entities or company combine or synergize its value. Synergy should be used to optimize stakeholder benefits, leverage the efficiency level, strengthen market positioning, and accelerate expansion. In the case of the merger and acquisition of XMO and TKF, it is hoped that the market share for lubricant in Indonesia will be greater and able to provide a high-quality product with international standard. If company performance improves due to mergers, one argument is that they provide opportunities for economies of scale and scope, synergy, or product market power (Chakraborty & Kattuman, 2023). The values that will be synergized also include culture, especially work safety culture. It is not easy to apply culture to a company that has been operating for more than three decades, as their company culture is already embedded as the system their employees follow since they have been working with the company.

Globalization contributes to physical infrastructure built through manufacture activities, leading to complexity and challenges in managing day to day operation. The pace of technological advances and the need for adaptive capability, environmental degradation, depleting stocks of vital natural resources, climate change, rapid urbanization, waves of epidemics, and pandemics are some of the other challenges that the leaders face today in achieving project success in the construction industry. Researchers and academicians continue to investigate the leadership's changing requirements to counter the challenges faced by the industry (Rehan et al., 2024).

Leadership Behaviors skill

Leadership is a dynamic behavior that makes leaders effective, its role and practices vary with different project network requirements, circumstances, and external factors. Consequently, no ultimate leadership behaviors/practices exist. Leadership is not a “one size fits all” concept. Addressing leadership as a vital element in the performance of any organization, and it is even more critical to the engineering and maintenance sector due to its complexity such as day to day operation maintenance works and project execution to improving or adding capacity annual basis. Thus, it is essential to understand how leaders influence behaviors, impact project directions, and overcome resistance in managing projects and people. Moreover, it is also necessary to understand their leadership behavioral practices for operation and project success. Leadership behaviors were positively associated with employee safety behaviors. In XMO company, leadership behavior platform was introduced in 2020 with “Leader Expectation” as a translation from Company core value and describe it by behaviors skill to achieve company culture.

Stakeholder Relationship

Stakeholders are groups or individuals that have legitimized interest in the actions and results of a firm and on whom the firm relies on to realize its purposes. The fundamental purpose of stakeholder management is to develop methods and practices to manage these relationships (Barchiesi & Colladon, 2021). Stakeholders come from different backgrounds, representation schemes and purposes, lead them to different interpretations of the same situation and, consequently, to different preference systems (Ananda & Herath, 2003). Stakeholders in manufacturing area have a multiple stage between internal and external. Internal stakeholder – even different company entity, has a lot of function related, start from sales and marketing, finance, HR, business support, planner, operation, engineering, quality assurance and logistic dept.

Stakeholder theory' is a managerial conception of organizational strategy and ethics. The central idea is that an organization's success is dependent on how well it manages the relationships with key groups such as customers, employees, suppliers, communities,

financiers, and others that can affect the realization of its purpose (Freeman & Phillips, 2002). Stakeholder Theory, proposed by R. Edward Freeman in 1984, suggests that organizations should consider the interests of all stakeholders, not just shareholders, in their decision-making processes. Freeman defines stakeholders as individuals or groups who can affect or are affected by the actions of the organization. This includes employees, customers, suppliers, communities, and shareholders, among others. According to Stakeholder Theory, organizations have a moral and ethical responsibility to balance the interests of all stakeholders and create value for society, rather than solely focusing on maximizing profits for shareholders. Stakeholder Theory has had a significant impact on business ethics, corporate governance, and strategic management, shaping the way organizations approach stakeholder engagement and corporate social responsibility.

Safety Commitment

Company culture, especially safety, is closely related to personal commitment to doing work or seeing a job by placing safety and security in the top position. Since the leader expectation program was launched in 2021, which was attached to the company core value that had existed since 2019, the increase in awareness of job safety and personal safety has not been significant, although the achievement of No Lost Time incidents has been maintained until today.

SPIES diagram used to describe compliance and commitment level of safety behaviors. As per the diagram above SPIES stand for Self, Political, Intellectual, Emotional and Spiritual. Every step has its own meaning to describe a situation. What is SPIES model? SPIES is Management Diversity; Equity & Inclusion (DE&I) culture affects organizational overall performance. The objective is every personal raise his or her individual commitment to DE&I and become a more inclusive leader.

The SPIES ladder is used as an understanding tool that has a description so that it is understood from the same perspective value between individuals. It is hoped that by having the same understanding they can place themselves at that ladder level and have awareness of safety behaviors so they can make changes for the better. Currently, awareness to improve safety behaviors is still considered minimal. This is an issue within the organization, what is the right strategy to maximize leader expectations and company core values in the operational line especially in the Maintenance and Engineering department.

Methods

The process flow indicates a sequential progression where findings from initial interviews feed into the survey design, which then contributes to the program's rollout and its evaluation. The final steps involve validation and mapping, which likely serve as both a conclusion of the process and as diagnostic tools for the implemented changes.

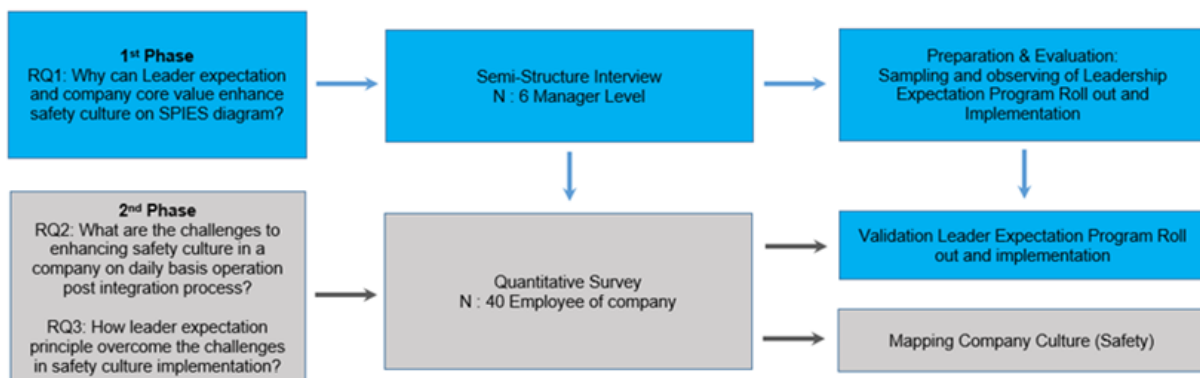


Figure 1. Research Methodology

Qualitative Data Analysis

Qualitative data will be analyzed to support the questionnaire in the quantitative survey. Starting from preparation, evaluation and part of the validation occurs in this semi-structure interview phase. This helps in seeing the relationship between variables so that the questions in the questionnaire can include discussion of daily operational items.

The variable on this research is behaviors skill, Safety Leadership (Leader Expectation), Safety Culture and Safety Performance. Leadership serves as a role model for workers, and their behavior has a direct impact on safety culture integration. As leaders, they are responsible for creating and enforcing rules, approving requests, and ensuring consistent implementation of a safety culture (Rachmawati & Yuliantina, 2023). Not only being a role model, but a leader must also be able to establish good relationships as a basis for building trust. Building relationships is also not easy for a leader. They must also use different approaches for everyone. So, this is where the role of communication becomes very important. Leadership had a significant impact on the level of maturity of safety culture partially and communication also had a significant impact on the level of maturity of safety culture partially (Andelia et al., 2023). Based on previous research above, the leader's role on the leadership expectation platform is developed as a foundation that is integrated with the company's core values.

In collecting data with interviews, the author wanted to see the commitment of the leaders themselves to implementing this company culture. Leaders can see what level they are at and where the company is headed before they implement this program in the field.

Quantitative Data Analysis

A statistical technique that is widely utilized in many different study domains to find underlying correlations among variables is called exploratory factor analysis (EFA). It was first created in the early 20th century by psychologists, and it has since been used in a wide range of fields, including sociology, psychology, marketing, and other social sciences. When trying to find latent constructs—constructs that are not immediately observable but may be inferred from observed data—EFA is very helpful.

By pinpointing a limited set of factors that account for the patterns of correlations between the variables, EFA aims to simplify the data. Using a huge collection of observable variables as a starting point, this technique looks for underlying factors that connect the variables. These elements are frequently considered (Tucker & MacCallum, 1997).

Finding the underlying structure in a collection of observed variables is the main goal of exploratory factor analysis, or EFA. This statistical method is especially useful when it is unknown or difficult to identify the connections between the variables beforehand. EFA aids in the discovery of latent factors by researchers that account for the patterns of correlations between the variables. EFA reduces complicated data by condensing a high number of variables into a smaller number of factors, which facilitates analysis and interpretation. These variables are thought to be the result of unobserved processes or structures that underlie the observable variables.

EFA is widely used to design and evaluate assessment tools, define psychological notions, and test theoretical models in a variety of domains, including psychology, education, marketing, and the social sciences (Tucker & MacCallum, 1997). Univariate analysis of research data seeks to characterize and explain each study variable's features in terms of average values and frequency distribution, which are subsequently translated into safety culture maturity level classifications on SPIES Diagram.nd as diagnostic tools for the implemented changes.

Results and Discussion

Quantitative Result

Respondent Characteristics

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Characteristics	n	%
Gender		
Woman	1	2.22
Man	44	97.78
Age		
20–29 years	7	15.56
30–39 years	25	55.56
40–49 years	9	20.00
>50 years	4	8.89
Years of Service		
<5 years	8	17.78
5–10 years	14	31.11
>10 years	23	51.11

Results should be presented in a logical sequence, clear, and concise. The results should be discussed in relation to any hypotheses advanced in the introduction and objectives. Comment on results and indicate possible sources of errors. If the referrals to figures and tables are carried out, it should be referred to by number.

From the Tabel shows that men, who made 44 of the respondents (97.8%), dominated the characteristics of respondents based on gender, whereas woman made up 1 respondent (2.2%). According to age characteristics, most respondents – 25 respondents, or 55.6% - were between the ages of 30 – 39 years; second largest age group with 9 respondents or 20%; and respondents between the ages of 20 – 29 years with 7 respondents or 15.6%.

The frequency distribution of respondents based on years of service revealed that most respondents were in the category of > 10 years of service, which was 23 respondents (51.1%). In addition, there were 14 respondents (31.1%) with 5 – 10 years of service and there were 8 respondents (17.8%) with less than five years of service.

Normality Test

The normality test in this study used the One-Sample Kolmogorov-Smirnov Test method with the help of IBM SPSS Statistics version 25 software. The following are the results of the normality test.

Table 2. Normality Test Result

Factor	Create Clarity (CCL)	Set Standard (SST)	Inspire and Motivate (IMO)	Promote & Innovation (PIN)	Compete to Win (CTW)
N	45	45	45	45	45
Normal Mean	23.18	34.84	35.64	41.71	39.73
Parameters Std.Deviation	3.518	4.838	4.024	4.865	6.217
Test Statistic	0.148	0.202	0.119	0.109	0.142
Asymp. Sig. (2-tailed)	0.015	0.000	0.116	0.200	0.023

The normality test can be seen from the Asymp value. Sig. (2-tailed) on the One-Sample Kolmogorov-Smirnov Test table. Asymp value. Sig. (2-tailed) in the create clarity aspect is 0.015 (<0.05) so it can be said that the data distribution in this study is not normally distributed.

In the standard set aspect, it is 0.000 (<0.05) so it can be said that the data distribution in this study is not normally distributed. In the inspire and motivate aspect, it was 0.116 (>0.05), so it can be said that the data distribution in this study was normally distributed. In the promotion and innovation aspect it is 0.200 (>0.05) so it can be said that the data distribution in this study is normally distributed. In the compete to win aspect it is 0.023 (<0.05) so it can be said that the data distribution in this study is not normally distributed.

Based on these results, it can be concluded that in the aspects of create clarity, set standards, and compete to win the data is not distributed evenly. Meanwhile, in the aspects of inspire and motivate and promote and innovation, the data is spread evenly.

The level of statistical significance for this test is less than 0.05. It is up to the researcher what to do with the outlier. Some recommend deleting the outlier since it may have deleterious effects on analysis (Osborne, 2014). Other suggest keeping them in the investigation since they may give interesting meanings (Pervan et al., 2017).

Score Analysis

The research results regarding leadership expectations consist of five aspects, namely Create Clarity, Set Standards, Inspire and Motivate, Promote and Innovation, and Compete to Win. The results of the data collected from these five aspects were in the form of questionnaires, documentation and literature studies. The following is a more detailed description of these five factors. This research aims to determine the feasibility of the Create Clarity (CCL) factor by looking at the value of the Kaiser Meyer Oikin Measure of Sampling Adequacy (KMO MSA) which then becomes the basis for whether this factor can be analyzed further or not. The following are the results of the feasibility test.

Table 3. Score Analysis of five factors

Variable	Range	Category	Frequency	Percentage
CCL	T>50	High	24	53%
	T<50	Low	21	47%
Total			45	100%
SST	T>50	High	28	62%
	T<50	Low	17	38%
Total			45	100%
IMO	T>50	High	26	58%
	T<50	Low	19	42%
Total			45	100%
PIN	T>50	High	26	58%
	T<50	Low	19	42%
Total			45	100%
CTW	T>50	High	27	60%
	T<50	Low	18	40%
Total			45	100%

Factor Analysis

This research aims to determine the feasibility of all factors by looking at the value of the Kaiser Meyer Oikin Measure of Sampling Adequacy (KMO MSA) which then becomes the basis for whether this factor can be analyzed further or not. The following are the results of the feasibility test.

Table 4. KMO MSA Result

Kaiser Meyer Olkin Measure Of Sampling Adequacy-CCL		0.699
Barlett's Test of Sphericity	Approx..Chi-Square	95.173
	Df.	6
	Sig.	0.000

It is known that the KMO MSA value is $0.699 > 0.50$ and the Bartlett's Test of Sphericity (Sig.) value is $0.000 < 0.05$, so the factor analysis in this research is feasible and can be continued because it meets the requirements.

In this research, to determine which indicators are suitable for use in factor analysis by looking at the Anti-image Correlation values in the Anti-Image Matrices table. The following are the results of the Anti-image Correlation value. Based on Table below it is known that the Anti-Image Correlation value for all indicators is above 0.50, so the Measure of Sampling Adequacy (MSA) assumption has been met and is suitable for factor analysis. It is known that the Extraction value of all indicators is above 0.50, so the indicators used have a strong relationship and can be stated to be able to explain the factors formed.

Table 5. Anti-Image Correlation value

Variable	Anti-Image Correlation Value	Extraction Value	Reference	Conclusion
CCL1	0.675	0.722	0.50	Assumption
CCL2	0.696	0.795	0.50	Measure of Sampling Adequacy (MSA) has been fulfilled
CCL3	0.679	0.641	0.50	Measure of Sampling Adequacy (MSA) has been fulfilled
CCL4	0.749	0.720	0.50	Measure of Sampling Adequacy (MSA) has been fulfilled

To determine the number of factors that can be formed by looking at the Eigenvalues in the Total Variance Explained table. The following are the results of the Eigenvalues. It is known that of all components that have a value above 1 only CCL1 is 2.878 with a variation percentage of 71.9%. This means that, based on all the components tested, only 1 new factor can be formed with a high influence.

To get the validation of the factors formed by looking at the Factor Loading values in the Component Matrix and Rotated Component Matrix tables. The following are the results of the Factor Loading value.

Table 6. CCL Loading Factor

Variable	Unit Component
CCL1	0.850
CCL2	0.891
CCL3	0.801
CCL4	0.849

Based on Table 6 it is known that all indicators have values above 0.70 and are grouped into 1 component. This means that the 4 indicators can describe the Create Clarity (CCL) factor and each indicator is declared valid. This is also proven by the Rotated Component Matrix table

which does not produce values because if the indicators are grouped in only 1 component, they cannot be rotated.

Quantitative Result

Respondent Characteristics

Table 7. Distribution of Interview Respondent Characteristics

Characteristics	n	%
Gender		
Woman	1	16.67
Man	5	83.33
Age		
30–39 years	4	66.67
40–49 years	1	16.67
>50 years	1	16.67
Years of Service		
5–10 years	2	33.33
>10 years	4	66.67

It shows that men, who made 5 of the respondents (88.33%), dominated the characteristics of respondents based on gender, whereas woman made up 1 respondent (16.67%). According to age characteristics, most respondents – 4 respondents, or 66.7% - were between the ages of 30 – 39 years; the rest age group with 16.7% are respondents between the ages of 40 – 49 years and >50 years.

Safety Before and After Integration

This research involved conducting interviews with six individuals holding Managerial positions who provided insights on work safety in organizations following integration. Managers declare that work safety is important. The organization has experienced significant growth and improvement since the integration in 2020. According to the interview, work safety in the organization has significantly improved and grown more stringent since the integration in 2020. However, another source stated that stricter and more robust work safety measures had the potential to result in improved work safety.

The informant stated that there was evidence indicating that employees had a higher level of comprehension regarding work safety. One example of this is their diligent adherence to using Personal Protective Equipment (PPE) during their everyday operations. Ensuring safety should be the utmost concern for every firm during their day-to-day activities.

Implementation of Safety Programs

Managers have implemented the work safety program in accordance with specific sections and priorities, while also maintaining the company's unique culture. According to multiple sources, the work safety program involved providing fundamental and theoretical training for each position, introducing different tools, instructing on the usage of Personal Protective Equipment (PPE), and providing self-awareness resources. Here are the outcomes of the interview. The work safety program was successfully implemented as it aligned with the objective. The program specifically involved employees who were assigned to perform safer tasks.

Leader Contribution in Safety Programs

According to the 6 informants in this research, who held Managerial positions, they made contributions to the company's work safety program. Each Manager made distinct

contributions. Based on the findings from interviews, it can be inferred that as a leader in promoting work safety programs, it is necessary to contribute by demonstrating exemplary behaviors at work and implementing established business policies and laws. In addition to that, as a leader, you have the option to establish yourself as either a superior, a companion, or a collaborator in conversations. Next, a leader must establish a culture of clear communication and enforce safety protocols to enhance knowledge of workplace safety. Moreover, as a leader, it is imperative to occasionally admonish the team as a means of continually demonstrating the implementation of work safety programs. As a leader, you can offer insights from an alternative viewpoint.

Consistently action to support Safety Programs

The work safety program is implemented as a concerted endeavor to enhance workplace safety. These objectives guide the implementation of various activities that are constantly carried out to support the program. From the interviews conducted, it was observed that every leader consistently engaged in actions to promote the work safety program. Regular activities are conducted, such as participating in toolbox meetings in the production area, through the organization of coordination meetings with the team. In addition, consistently emphasize the requirement to utilize Personal Protective Equipment (PPE) and ensure that the team comprehends the potential hazards and repercussions in the event of an occurrence.

How to Improve Safety Program

The company's work safety program undoubtedly has shortcomings, necessitating efforts to enhance its effectiveness. The interview results on the impact of thought leaders in enhancing work safety programs have led to the development of an improved program. Efforts are being made to enhance work safety programs by implementing scheduled training sessions focused on work safety. In addition, by expressing gratitude towards employees. Based on one source, it is necessary to provide work safety training every quarter to keep a high level of comprehension and adherence to work safety protocols. The subsequent data presents the outcomes of interviews conducted with informants. Following the completion of staff training and appreciation, firms must ensure consistency to stay on course and foster a more favorable work culture. The subsequent statements represent the viewpoints of the informants involved in this investigation.

Leader's Expectation Based on Create Clarity aspect

Leaders' expectations for work safety can be evaluated based on their ability to provide clear guidelines and standards. This research indicates that approximately 53% of employees rate the feature of creating clarity as high. Employees perceive that leaders consistently simplify intricate challenges, provide clear justifications for each work safety measure, express the top priorities in work safety, and explicitly outline their own contributions to work safety. The leader verified this during the interview, specifically addressing the topic of creating clarity.

It is crucial for leaders to effectively demonstrate the significance of actively participating in ensuring work safety. This research demonstrates the significance of work safety using concrete examples that showcase adherence to work safety regulations and highlight the various factors that might contribute to work-related accidents. It is part of the criteria for the safety leadership model, in which a leader serves as a role model by emphasizing exemplary factors, such as adhering to work safety rules (Andelia et al., 2023).

Leader's Expectation Based on the Set Standard aspect

Leaders' expectations for work safety might be observed via the lens of established protocols and guidelines. This research demonstrates that 62% of employees evaluate the Standard Set

component as being in the top category. This category consists of employees who have reached their full potential in risk management, acknowledged their mistakes, and shared their experiences as valuable lessons for others. They actively engage in discussions, ensuring that diverse opinions are heard for the purpose of developing effective strategies, making informed decisions, and achieving positive outcomes. During the interview, the leader affirmed that the predetermined elements of the standard had been meticulously organized to ensure that the team could adhere to established regulations and maintain a safe working environment.

The findings of the interviews conducted in this research indicate that by acquiring knowledge about safety leadership, it is desirable for a leader to attentively consider and acknowledge all viewpoints expressed by the team. Leaders play a crucial role as dependable intermediaries, particularly in internal affairs, specifically when it comes to managing conflict situations. (Choo et al., 2024). Thus, it is imperative for a leader to possess the skill of active listening when confronted with divergent viewpoints among team members, particularly in situations involving employee conflicts. However, another leader claimed that the practice of soliciting ideas occurs in work environments that do not pose significant risks to safety. This allows for the facilitation of talks aimed at gathering employees' viewpoints. Nevertheless, when confronted with hazardous work safety conditions, leaders must promptly conduct an evaluation and take appropriate action. Leaders play a crucial role in determining the course to be pursued to accomplish goals. Thus, when a leader is faced with the need to decide, it is imperative to conduct a thorough assessment and rely on deliberate reasoning. (Choo et al., 2024).

Leader Expectation Based on the Inspire and Motivate aspect

The assessment of leaders' expectations for work safety might be based on the factors of inspiration and motivation. The research findings indicate that 58% of dominant employees exhibit a high level of creativity and motivation. Employees believe that they can make a valuable contribution to addressing work safety issues, both on their own and as part of a team. They also offer support to colleagues who take initiative and make decisions and are open to considering other ideas and perspectives. This was further emphasized by the leader throughout the interview, who made an equal contribution to encouraging and motivating fellow coworkers.

The priority scale is a systematic arrangement of activities based on their significance and immediacy, serving as a reference for the actions and tasks that constitute these activities. This is also part of control and supervision the task and people. (Warszawska & Kraslawski, 2016) Consequently, leaders now consider problems not as isolated issues or collective challenges, but rather in terms of their level of importance and immediacy. Priority scale can be evaluated based on its level of urgency, utility, and the capacities of available resources. Leaders prioritize issues that adversely affect company goals, both at an individual and collective level. This decision may be attributed to a strong work motivation towards his job. Work motivation enables individuals to effectively fulfil their job tasks, leading to the achievement of the company's objectives. To effectively motivate subordinates, a leader needs possess knowledge of the motives and desired motivations of employees (Lari, 2024).

During this research, leaders shown a willingness to acknowledge and endorse team decisions about work safety issues, if these judgements did not compromise the integrity of policy and processes. The mentioned integrity process involves implementing enhanced integration enhancements, one of which entails utilizing the FMEA (Failure Mode Effect Analysis) methodology. In addition to demonstrating respect and offering support, some leaders opt to provide guidance to ensure that decisions are thoroughly evaluated and accompanied by a

strategy to address any potential issues. This aligns with the role of a leader, which is to establish the course of action to be pursued to accomplish objectives (Irfan et al., 2024)

The leader has successfully met the indicators of the Inspire and Motivate components. The leader's expectations of fulfilment can serve as a source of inspiration and motivation for staff in addressing work safety issues. This may be determined from the findings of the questionnaire, which indicate that most employees evaluate the aspects of inspiring and motivating as being in the high category.

Leader's Expectation Based on the Promote Innovation aspect

Leaders' expectations for work safety might be evaluated based on their efforts to promote and foster innovation. This research demonstrates that a significant proportion of employees, approximately 58%, consider the promotion and innovation component as highly favorable. Employees believe that they can demonstrate commitment towards achieving goals, prevent errors and break away from old habits to attain favorable outcomes. They also believe that they can acquire diverse perspectives from the external environment to enhance their understanding and respond to failures within a certain level of tolerance. The boss verified this during an interview specifically focused on the promotion and innovation component.

The research leader expressed his dedication to attaining company objectives by following the vision and purpose and executing tasks in alignment with Key Performance Indicators (KPIs). Key Performance Indicators (KPIs) as a collection of metrics designed to prioritize the elements of organizational performance that are crucial for achieving success in both present and future circumstances (Choo et al., 2024). Key Performance Indicators (KPIs) are essential for firms to monitor and evaluate the performance of their staff. Monitoring is the act of gathering and analyzing information about an activity to identify, assess, and address any problems that may arise. In addition to that, ensuring the delivery of consumer demand without any issues is of utmost importance. A zero event refers to either a zero accident or an accident that did not happen. This is because the organization meticulously implements and ensures that its work is unequivocally guaranteed in terms of occupational safety (Directorate General of State Assets, 2020).

In addition, the leader revealed that he may acquire diverse perspectives by assimilating knowledge from the external environment, as inferred from the interview outcomes. To sustain the firm, personnel must actively pursue novel perspectives that diverge from previous ones. This is achieved through engaging in discussions with stakeholders, conducting research, seeking input from subject matter experts, and participating in formal and informal forums to exchange ideas. This is undertaken to enhance the proficiency of personnel, particularly in the realm of technology. To strengthen the economy, it is important to enhance knowledge and proficiency in internet technology. Hence, it is imperative for employees to consistently expand their expertise, particularly in the prevailing era of Industry 4.0 (Matarneh et al., 2024).

This research focuses on how leaders effectively respond to failure by engaging in activities such as thoroughly analyzing the failure and implementing improvements to prevent future failures. As part of touch employee on the psychology, leader can build good communication with empathy (Andelia et al., 2023).

Leader's Expectation Based on the Compete to Win aspect

Leaders' expectations for work safety might be evaluated based on their emphasis on achieving success and outperforming others. This research indicates that approximately 60% of employees evaluate the "Compete to Win" aspect as being in the high category. Employees perceive that leaders consistently prioritize goals to optimize outcomes, foster collaboration

across departments, analyze business circumstances, and embrace innovative ideas that might provide competitive advantages. This was verified by interviews conducted with the leaders.

Leaders engage in proactive collaboration across several divisions to effectively utilize the company's strengths for the benefit of consumers, resource owners, and stakeholders. Leaders and teams collaborate across departments by organizing regular meetings, both online and offline, to coordinate their efforts. Regular weekly and daily meetings play a crucial role in effectively coordinating with employees, departments, and stakeholders. Coordination refers to the process of overseeing, merging, and harmonizing various management components and the efforts of subordinates to accomplish the objectives of an organization. Effective coordination is crucial to avoid incident, confusion, conflicts, and staff shortages (Olson et al., 2016). It ensures that individuals and their work are properly aligned and directed towards accomplishing common goals, and that all tasks and activities are seamlessly integrated towards the intended aims.

Leaders and teams engage in formal communication through email, as well as in-person engagement with cross-departmental teams. Communication process is characterized by its dynamic nature, as it is constantly evolving and interacting, taking place between the sender and the receiver (Curcuruto & Griffin, 2023). Communication takes place within both a physical and social context, as it is an interactive process. It is essential for the communication process to have a well-chosen opening topic, as it cannot occur spontaneously. Communication can be conducted through written messages or face-to-face interactions. Examples encompass platforms such as social media or direct interpersonal connection between two individuals.

Comprehending global trends and innovative business practices enables one to recognize opportunities, surmount obstacles, and formulate effective strategies to enhance competitiveness and bolster the contributions of various stakeholders within the organization, including suppliers, vendors, employees, and company leaders (Freeman & Phillips, 2002). This can serve as valuable material for doing company observations aimed at enhancing corporate competitiveness in the present period.

Leader's expectations for this fulfilment can influence the implementation of improved work safety standards by all employees. This may be determined from the findings of the questionnaire, which indicate that most employees regard the competitive component highly.

Conclusion

PT. TKF was a post-integration entity that underwent multiple transformations, including the establishment of safety initiative. This transformation is characterized by a progressively rigorous work safety program, resulting in a more systematic implementation of requirements. The safety program is implemented in accordance with its designated scope, while also adhering to business laws prior to integration. The challenge face by the merger and acquisition are the success of two entities or company combine or synergize its value. Synergy should be used to optimize stakeholder benefits, leverage the efficiency level, strengthen market positioning, and accelerate expansion. The values that will be synergized also include culture, especially work safety culture.

Leader expectation and company core value enhance safety culture

The enhancement of safety culture is contingent upon the explicit guidance and the cultivation of a sense of responsibility among employees that are provided by leader expectations and company core values. Employees acquire a more comprehensive comprehension of the significance of safety measures when leaders simplify intricate challenges and provide explicit rationales for them. This clarity guarantees that all individuals are aware of the expectations

placed upon them, resulting in a more cohesive and focused safety approach. A potent example is set by leaders who actively communicate their commitment to safety and detail their contributions, thereby reinforcing the importance of safety in the workplace. This alignment between the actions of leaders and the core values of the organization fosters an environment in which safety is perceived as a shared responsibility, thereby motivating employees to participate actively in safety discussions and initiatives.

In addition, executives cultivate a positive safety culture that permeates the entire organization by adopting company core values that prioritize safety, collaboration, and Innovation. A culture of continuous learning and development is established when employees are encouraged to share their experiences, acknowledge their errors, and contribute to safety concerns. This environment not only fosters proactive safety measures but also encourages employees to support one another and consider diverse perspectives. Leaders guarantee that safety is integrated into all facets of the organization by consistently prioritizing safety objectives, encouraging cross-departmental collaboration, and embracing innovative ideas. In addition to optimizing outcomes, this comprehensive strategy establishes safety as a fundamental component of the organization's identity, resulting in a robust and resilient safety culture.

The challenges to enhancing safety culture in a company on daily basis operation post integration process

In every change, especially company culture, the main challenge is changing stakeholder behaviors and culture that has been embedded from previous times, especially if the company was founded decades ago and applies local cultural habits. And this also happened to PT. TKF where stakeholders have trouble understanding and implementing initially, even with adequate training. Indeed, this implementation requires time and several strategies to refresh and their habits to gradually change. Another challenge is how the implementation of a safety culture consistently and sustainably is carried out, both by the leadership and stakeholders.

Leader expectation principle overcome the challenges in safety culture implementation

Personal touch and having good relationship with effective communication are identified as powerful tools to overcome the challenges in safety culture post-integration where leader could build relationship to all stakeholder to make safety culture in place and sustain in the company. When all leaders consistently communicate their safety expectations and show the commitment through their actions as role model, it reinforces the importance of safety intellectually, emotionally and encourages employees to prioritize it in day-to-day operations.

Managerial Implication

Safety culture has occupied a position where stakeholders address it intellectually and has become a need that must be met. Then the phenomenon of a caring culture was formed because of empathy for others. This can be seen emotionally, fulfilling safety as a common goal in accordance with the company's vision and mission. These proposals can be categorized according to the need for the issue in the field and the availability of manpower to support these activities. The prioritization of the business solution will be divided into:

- a) High – Solution requires immediate action and possible to be finish in a short period of time. It could be high impact with low effort or investment.
- b) Medium – Solution that can be deferred to next cycle of business period.
- c) Low – Solution requires support from others Business unit. It could be low impact with high effort or investment of time.

Since the Expectation of Leader platform is a part of Leadership factors, The three of five practice of exemplary leadership model is positively related to both the effectiveness of leaders and the level of commitment, engagement, and satisfaction of those that follow. Kouzes & Posner (2007).

Model the way and enable other to act

Having Expectation of Leader ambassadors who come from each line of stakeholders, thereby increasing self-confidence and showing that the company provides equal opportunities to succeed for personal and stakeholders no matter his/her of status, position or job desk. This is in line with the company's mission to have a diverse workforce and productive work environment where individual and cultural differences are respected and valued. We already success with Culture champion in every site, it will strengthen company organization.

Inspired & share vision and Encourage the Heart.

Have a regular agenda to invite resource persons from outside the Company, various industries, expertise or social levels who have experience and can provide messages about the culture of a community that can be successful with perseverance, hard work, good strategy and still upholding local wisdom values.

Challenge the process

Adding strategic priorities in implementing safety culture at every layer of the organization. Each layer of the organization may have a different strategy. One of the strategic priorities can be in the form of an event to recognize personal or stakeholder efforts in fulfilling a safety culture. This can certainly improve business performance while still prioritizing work safety in all lines. TKF into industry leading combination of competitive advantages to provide innovative solutions that meet society's evolving needs, advance broader stakeholder objectives, and reward shareholders. To implement the business solution its need to breakdown each list with related activity. The Business solution proposal is proposed for 2025 fiscal years due to coordinating with other business line and in term of budgeting. The timeline is a one-year program and review based on prioritized category.

Table 8. Implementation Plan

No	Business Solution Activity	1Q2025			2Q2025			3Q2025			4Q2025		Priority	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec
1	Culture Theme - Expectation of Leader Theme	CCL	CCL	SST	SST	IMO	IMO	PIN	PIN	CTW	CTW			High
2	Lunch Sharing - Leadership Message - Employees Feedback - Safety Ambassador													Med High Med
3	Culture Event - Buka Puasa Bersama - Indonesia Independent Days - Employee / Family Gathering - Finish Strong													Med Med Low High
4	Culture Games - Fun Activities (once a quarter)													Med

The color block on the timeline are explaining on prioritized, Red – High, Blue – Medium, Green – Low. The timeline on Table 4.25 Implementation plan are proposal that can be adjusted based on organization needs and business line readiness.

Limitation and Future Research

PT. TKF, which has a vision and mission like companies in general, still has a shared responsibility with stakeholders to create business conditions that pay attention to People, Planet and Profit. Of course, this business activity must be able to create sustainable solutions that improve quality of life and meet society's evolving needs to achieve company vision to Lead the industry in innovation that advances modern living and net-zero future. In implementation to achieve these goals it is recommended – as already mentioned in Chapter 4 on Business Solution, there are 4 items listed in the implementation plan Culture Moment Forum (Culture Theme), Lunch Sharing, Culture Event and Culture Games.

For further researchers, comprehensive conversations or interviews can be conducted on work safety within a corporation for all roles, encompassing managers, supervisors, staff and operators to get deep information related to company culture.

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