

The Influence of Work Safety Culture on The Performance of Heavy Equipment Operators in The Heavy Equipment Rental Industry at PT. Buana Orbit Sejahtera

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Abstract: The heavy equipment rental industry operates in high-risk environments characterized by dynamic hazards and complex machinery management. Although occupational safety culture is critical in high-hazard sectors, empirical evidence focusing on heavy equipment operators in the rental industry remains limited. This study aims to quantitatively analyze the influence of occupational safety culture on the work performance of heavy equipment operators at PT. Buana Orbit Sejahtera. An explanatory quantitative survey was conducted among 50 heavy equipment operators selected through purposive sampling based on active employment status, a minimum of one year of operational experience, and completion of mandatory safety induction. Data were collected using structured five-point Likert-scale questionnaires. Data analysis included Pearson product-moment validity testing, Cronbach's Alpha reliability testing, classical assumption tests using Shapiro-Wilk normality and Glejser heteroscedasticity tests, simple linear regression, hypothesis testing, and coefficient of determination analysis. The results indicated that the research instruments were valid and reliable, while the regression model satisfied the classical assumptions. Simple linear regression demonstrated that occupational safety culture had a positive and statistically significant effect on operator performance. The coefficient of determination (R^2) was 0.656, indicating that 65.6% of the variance in operator performance was explained by occupational safety culture, while 34.4% was attributable to other factors. In conclusion, occupational safety culture serves not only as an accident-prevention mechanism but also as a strategic determinant of operator performance, operational discipline, and workforce productivity in the heavy equipment rental industry.

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INTRODUCTION

The development of the construction, mining, port, manufacturing, and national infrastructure projects sectors has increased the need for the use of heavy equipment in various operational activities. This condition encourages the growth of the heavy equipment rental industry which plays an important role in providing equipment such as excavators, wheel loaders, forklifts, cranes, motor graders, bulldozers, dump trucks, and various other types of heavy equipment. On the other hand, the increasing intensity of heavy equipment use also increases the potential risk of work accidents that can result in material losses, operational disruptions, and even loss of workers' lives.

Heavy equipment operators are human resources who have a strategic role in ensuring the success of company operations. The operator's ability to operate the tool safely, effectively, and efficiently greatly determines the company's productivity. However, the high level of occupational risk makes the occupational safety aspect a top priority in operational activities. Studies show that most work accidents in the heavy equipment industry are not only caused by technical failures of equipment,

but also influenced by human factors, weak adherence to safety procedures, lack of supervision, and safety culture that has not developed optimally (Akinbode, 2024; Otitolaiye, 2021).

Occupational safety culture is a set of values, beliefs, attitudes, perceptions, and behaviors that individuals and organizations have in prioritizing safety aspects as an integral part of work activities (Alamudi, 2024; Bayram, 2021). Organizations with a good safety culture tend to have lower accident rates, higher adherence to procedures, more effective safety communication, and better work productivity (Aderilla, 2024; Restuputri et al., 2023). On the other hand, a weak safety culture can increase unsafe actions and unsafe conditions that have the potential to cause work accidents (Restuputri et al., 2023).

PT. Buana Orbit Sejahtera is a company engaged in heavy equipment rental and heavy equipment operational services for various industrial sectors. The company's operational activities involve operators who interact directly with high-risk equipment on a daily basis, so the implementation of a work safety culture is a very important aspect. The company has implemented various safety programs, such as safety induction, toolbox meetings, routine inspections, the use of personal protective equipment, and occupational safety training. However, there are still challenges in the form of variations in the level of operator compliance with safety procedures, consistency in reporting potential hazards, and the implementation of safety culture in daily operational activities. The performance of heavy equipment operators is not only influenced by technical competence, but also by organizational factors, including work safety culture (Barokah & Sukarno, 2022; Irawan & Sumartik, 2023). Operators who work in environments with strong safety cultures tend to have higher levels of discipline, responsibility, adherence to procedures, and work productivity compared to operators who work in environments with weak safety cultures (Kasi et al., 2023; Setiawan & Astutik, 2022). Therefore, safety culture is no longer seen only as an effort to reduce work accidents, but as a strategic factor in improving the quality of human resource performance (Bayram, 2021; Irawan & Sumartik, 2023).

Various previous studies have shown a positive relationship between work safety culture and employee performance (Barokah & Sukarno, 2022; Kasi et al., 2023; Setiawan & Astutik, 2022). However, most of the research was conducted in the construction, mining, manufacturing, and oil and gas industries (Annisa & Lestari, 2021; Kadir et al., 2022; Lestari et al., 2020), while research that specifically examined the heavy equipment rental industry in Indonesia is still relatively limited. Differences in operational characteristics, work systems, and the level of mobility of heavy equipment cause research results in other sectors that cannot necessarily be generalized to the heavy equipment rental industry. Thus, this study has a novelty because it examines the influence of work safety culture on the performance of heavy equipment operators in heavy equipment rental companies using empirical data from PT. Buana Orbit Sejahtera. The results of the research are expected to be able to make a theoretical contribution to the development of occupational safety science and provide practical recommendations for companies in increasing the effectiveness of the implementation of occupational safety culture.

Based on the underlying theories, conceptual framework, and findings of previous studies (Barokah & Sukarno, 2022; Kasi et al., 2023; Kumar NG et al., 2025), this study formulates the research hypothesis that occupational safety culture has a positive and significant effect on the performance of heavy equipment operators at PT. Buana Orbit Sejahtera. The null hypothesis (H_0) states that occupational safety culture does not have a significant effect on the performance of heavy equipment

operators at PT. Buana Orbit Sejahtera. Meanwhile, the alternative hypothesis (H_1) states that occupational safety culture has a positive and significant effect on the performance of heavy equipment operators at PT. Buana Orbit Sejahtera. This hypothesis is based on the assumption that the better the implementation of occupational safety culture within the company, the higher the quality of heavy equipment operator performance in carrying out their duties safely, productively, and in accordance with established operational standards (Setiawan & Astutik, 2022).

RESEARCH METHOD

This study employed a quantitative approach using an explanatory survey method. The quantitative approach was selected because the study aimed to examine the causal relationship between occupational safety culture as the independent variable and heavy equipment operator performance as the dependent variable through statistical analysis. The survey method was conducted by distributing questionnaires to heavy equipment operators at PT. Buana Orbit Sejahtera. The data collected were analyzed using inferential statistics to determine the extent to which occupational safety culture influences operator performance. The research was conducted at PT. Buana Orbit Sejahtera, a company engaged in heavy equipment rental and heavy equipment operational services. The research focused on heavy equipment operators who were directly involved in the company's operational activities. The study population consisted of all heavy equipment operators working at PT. Buana Orbit Sejahtera. Because the number of operators meeting the research criteria was relatively limited, the study employed purposive sampling, a sampling technique based on predetermined criteria. The respondent criteria were: (1) being a heavy equipment operator, (2) having a minimum of one year of work experience, (3) being directly involved in heavy equipment operational activities, and (4) being willing to participate as a research respondent. A total of 50 heavy equipment operators participated in the study, which was considered sufficient for the requirements of simple linear regression analysis. The research instrument was a structured questionnaire developed based on indicators of occupational safety culture and operator performance. The study involved two main variables: Occupational Safety Culture (X) as the independent variable and Operator Performance (Y) as the dependent variable. Occupational Safety Culture (X) was defined as operators' perceptions regarding the implementation of safety values, commitments, and behaviors within the company. This variable was measured using several indicators, including management commitment, safety communication, compliance with standard operating procedures (SOPs), hazard reporting, safety training, personal protective equipment (PPE) use, employee participation, supervision, risk assessment, and continuous improvement. The variable was measured using a five-point Likert scale (1–5), ranging from strongly disagree to strongly agree. Meanwhile, Operator Performance (Y) was defined as the level of achievement of operators in performing their duties in accordance with the standards established by the company. Operator performance was measured using several indicators, including work quality, productivity, discipline, timeliness, responsibility, technical competence, procedural compliance, teamwork, work effectiveness, and target achievement. This variable was also measured using a five-point Likert scale (1–5), enabling operator performance to be assessed systematically based on respondents' perceptions.

RESULTS AND DISCUSSION

Respondent Overview

The study was conducted on 50 heavy equipment operators of PT. Buana Orbit Sejahtera who met the criteria as research respondents. All respondents have filled out a complete questionnaire so that all data can be processed. The number of respondents as many as 50 people was considered to have met the need for simple linear regression analysis because it exceeded the minimum number of samples recommended for the study with one independent variable.

Descriptive Statistical Analysis

Descriptive analysis was carried out to find out the general picture of respondents' answers to the variables of Occupational Safety Culture (X) and Operator Performance (Y).

Table 1. Descriptive Statistics

Variabel	Minimum	Maximum	Average	Remarks
Work Safety Culture (X)	20	46	33,96	Height
Operator Performance (Y)	24	44	35,00	Height

These results show that respondents' perception of work safety culture and operator performance is in the high category, which indicates that the implementation of occupational safety in the company has been running well and is followed by a relatively good level of operator performance.

Uji Validitas

The validity test was performed using Pearson's Product Moment correlation between each item's score and the variable's total score. The r-value of the table at the significance level of 5% with the number of respondents 50 is 0.279.

Table 2. Validity Test of Occupational Safety Culture Variables (X)

Item	Remarks
X1	Valid
X2	Valid
X3	Valid
X4	Valid
X5	Valid
X6	Valid
X7	Valid
X8	Valid
X9	Valid
X10	Valid

Table 3. Validity Test of Operator Performance Variables (Y)

Item	Remarks
Y1	Valid
Y2	Valid
Y3	Valid
Y4	Valid
Y5	Valid
Y6	Valid
Y7	Valid
Y8	Valid
Y9	Valid
Y10	Valid

All indicators have an item-total correlation above the r-value of the table so that all statement items are declared valid and suitable for use in the research.

Reliability Test

The reliability of the instrument is measured using Cronbach's Alpha.

Table 4. Reliability Test Results

Variabel	Cronbach's Alpha	Remarks
Workplace Safety Culture	0,949	Highly Reliable
Operator Performance	0,940	Highly Reliable

Cronbach's Alpha values for both variables are above 0.90 so the instrument has a very high internal consistency.

Normality Test

Normality tests were performed on residual regression using Shapiro–Wilk.

Table 5. Normality Test

Statistics	Value
Shapiro–Wilk	0,964
Sig.	0,128

Since the significance value is $0.128 > 0.05$, the residual is normally distributed. Thus, the assumption of normality is met.

Heteroscedasticity Test

Heteroscedasticity testing was carried out using the Glejser Test. The test results showed that the significance value was above 0.05 so that there were no symptoms of heteroscedasticity. Residual variance is homogeneous and the regression model fulfills one of the classical assumptions.

Simple Linear Regression Analysis

Regression analysis was used to determine the influence of Occupational Safety Culture on Operator Performance. The regression equations obtained are:

$$Y = 11.220 + 0.700X$$

Meaning:

1. The constant of 11,220 indicates that when the workplace safety culture is zero, the base value of operator performance is estimated to be 11,220.
2. A regression coefficient of 0.700 indicates that every one unit increase in the occupational safety culture will increase operator performance by 0.700 units.

Hypothesis Test (t-Test)

Hypothesis testing was carried out to determine the partial influence of work safety culture on operator performance.

Table 6. Results of the t test

Variabel	Coeficin	Sig.	Verdict
Workplace Safety Culture	0,700	<0.001	H ₁ Accepted

The results showed that the significance value was less than 0.05 so that the work safety culture had a positive and significant effect on operator performance. Thus, the research hypothesis is accepted.

Coefficient of Determination (R²)

The determination coefficient is used to determine the amount of contribution of independent variables to dependent variables.

Tabel 7. Model Summary

Statistics	Value
R	0,810
R Square	0,656
Adjusted R Square	0,649

The R² value = 0.656 indicates that 65.6% of operator performance variations can be explained by work safety cultures, while 34.4% are influenced by other factors outside the research model, such as technical competence, work experience, motivation, leadership, and work environment. The value indicates that the relationship between the two variables falls into the strong category.

Summary of Test Results

Tabel 8. Summary The Result

Testing	Results	Conclusion
Validity	All items are valid	Meet
Reliability X	Alpha = 0.949	Highly reliable
Reliabilitas And	Alpha = 0.940	Highly reliable
Normality	Sig. = 0.128	Normal
Heteroskedastisitas	Not happening	Meet
Regression	Positive	Meet
Significance	p < 0.001	Signifikan
Coefficient of Determination	R ² = 0.656	Strong influence

Overall, the results of the analysis show that the research instrument meets the requirements for validity and reliability. The regression model also fulfills basic assumptions and results in a positive and significant relationship between the work safety culture and the performance of heavy equipment

operators. Thus, the research hypothesis that the work safety culture has a positive effect on the performance of heavy equipment operators at PT. Buana Orbit Sejahtera is acceptable.

Discussion

The Influence of Occupational Safety Culture on the Performance of Heavy Equipment Operators

The results of simple linear regression analysis showed that the work safety culture had a positive and significant effect on the performance of heavy equipment operators at PT. Buana Orbit Sejahtera. A positive regression coefficient value indicates that an increase in the implementation of an occupational safety culture will be followed by an increase in operator performance, while a determination coefficient value ($R^2=0.656$) indicates that 65.6% of operator performance variations can be explained by occupational safety culture. The remaining 34.4% was influenced by other factors outside the research model, such as technical competence, work experience, motivation, leadership, work environment conditions, and the company's reward system.

The results of this study also support the Domino Theory put forward by Heinrich (Akinbode, 2024; Restuputri et al., 2023). The theory explains that most work accidents are the result of a series of interrelated factors, especially unsafe acts and unsafe conditions. A strong workplace safety culture is able to break the chain of cause of accidents through compliance with procedures, effective communication, hazard reporting, and continuous supervision (Otitolaiye, 2021). With the reduction in the potential for accidents, operators can work more focused, safely, and productively. In addition, the results of the study support the Human Factors Theory (Aderilla, 2024) which emphasizes that human factors are the dominant cause in various occupational safety incidents. Through a good safety culture, companies can increase operator awareness, discipline, and responsibility so that the possibility of operational errors can be minimized (Setiawan & Astutik, 2022). Operators who have a high level of safety awareness tend to be more careful in operating heavy equipment, conducting inspections before work, and following all safety procedures that have been set by the company.

The findings of this study also strengthen the concept of Safety Climate (Annisa & Lestari, 2021; Kadir et al., 2022; Lestari et al., 2020), which is the perception of workers regarding the organization's commitment to occupational safety. A positive perception of the safety climate will increase worker compliance with safety procedures, strengthen communication between operators and supervisors, and encourage active participation of workers in company safety programs (Annisa & Lestari, 2021; Kumar NG et al., 2025). Thus, improving the safety climate is one of the mechanisms that bridges the relationship between the workplace safety culture and improving operator performance (Alamudi, 2024; Kumar NG et al., 2025).

Comparison with Previous Research

The results of this study are consistent with various previous studies that show that work safety culture has a positive effect on worker performance (Barokah & Sukarno, 2022; Irawan & Sumartik, 2023; Kasi et al., 2023; Setiawan & Astutik, 2022).

- 1) Research on the port sector shows that safety culture, safety leadership, and safety climate have a positive influence on organizational commitment and employee performance (Aderilla, 2024). This indicates that organizations that are able to build a strong safety culture will obtain continuous improvement in human resource performance.

- 2) The findings of this study are also in line with research on heavy equipment companies in East Kalimantan which states that safety leadership and safety climate have a significant effect on the safety performance of workers (Restuputri et al., 2023). The study emphasizes that leadership support for safety will strengthen workers' positive perception of safety culture so that it has an impact on improving safety performance and the quality of work implementation (Bayram, 2021; Restuputri et al., 2023).
- 3) Other research on the construction sector in Indonesia shows that the K3 culture and safety climate contribute to improved performance of project workers (Kadir et al., 2022; Lestari et al., 2020). Organizations that consistently implement safety communication, regular training, and effective supervision are able to create a more disciplined, safe, and productive work environment (Setiawan & Astutik, 2022).
- 4) In addition, research on the implementation of the K3 culture in companies in Indonesia found that although workers understand the risks of the job, compliance with the safety culture is strongly influenced by the consistency of the implementation of rules, supervision, and sanctions (Kasi et al., 2023). This shows that the success of a safety culture is not only determined by the knowledge of workers, but also by the organization's commitment to implementing safety systems consistently (Bayram, 2021; Kasi et al., 2023).
- 5) In the context of heavy equipment work, recent research on heavy equipment and lifting workers shows that procedural control, safety communication, and worker involvement are factors that are closely related to the formation of a strong workplace safety culture (Restuputri et al., 2023). The findings reinforce the results of this study that safety culture indicators have a real contribution to improving safe work behavior and operator performance (Barokah & Sukarno, 2022).

Research Implications

Theoretically, this study enriches the study of the relationship between work safety culture and operator performance in the heavy equipment rental industry, which is still relatively limited compared to the construction, mining, and manufacturing sectors. The results of the study show that safety culture can be positioned as one of the organizational factors that contribute to improving the performance of human resources (Barokah & Sukarno, 2022; Irawan & Sumartik, 2023).

Practically, the results of the study provide several implications for PT. Buana Orbit Sejahtera:

1. First, companies need to maintain management's commitment to safety through the provision of resources, training, and continuous supervision (Bayram, 2021; Setiawan & Astutik, 2022).
2. Second, companies need to improve the quality of safety communication through toolbox meetings, safety briefings, and routine evaluations of potential hazards in the work area (Kadir et al., 2022).
3. Third, a hazard reporting system needs to be encouraged so that every operator actively participates in the risk identification process (Otitolaiye, 2021).
4. Fourth, safety culture evaluations need to be carried out periodically to ensure that all operators continue to comply with the safety standards that have been set (Restuputri et al., 2023).

By strengthening the workplace safety culture in a sustainable manner, companies can not only reduce the risk of work accidents, but also improve productivity, service quality, operational reliability, and competitiveness of companies in the heavy equipment rental industry.

CONCLUSION

This study concludes that work safety culture and heavy equipment operator performance at PT. Buana Orbit Sejahtera are both in the good category. Regression analysis demonstrates that work safety culture has a positive and significant effect on operator performance, contributing 65.6% ($R^2=0.656$) to its variation, while the remaining 34.4% is influenced by external factors. These findings confirm that a strong work safety culture serves not only to mitigate workplace accidents but also acts as a strategic driver to enhance productivity, operational effectiveness, and overall performance in the heavy equipment rental industry. Practically, PT. Buana Orbit Sejahtera should maintain management commitment, conduct regular safety training, enforce SOP compliance, and foster open safety communication. Future research is recommended to expand the sample size, include additional variables (e.g., technical competence, leadership style, and work environment), and utilize mixed-method approaches for broader insights.

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