Influence of Work Culture, Work Environment and Discipline of Work Safety in Safety Employees of Palm Plantation PT. XYZ in East Kalimantan

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Abstract:- This research is motivated by the importance of ensuring the safety and health of employees of palm oil companies in an effort to comply with Government Regulations and to meet the principles and criteria of ISPO and RSPO. The purpose of this study was to determine the effect of work culture, work environment and work discipline on work safety, and culture, environment and work discipline together affect work safety. This research was analyzed using multiple linear regression analysis. The data used in this study uses primary data obtained from employee respondents' answers. The results of this study indicate that there is a significant influence between work culture, work environment and work discipline on the health and safety of employees at the palm oil plantation company PT. XYZ in East Kalimantan.

Keywords:- Occupational Health Safety (K3), Work Supervision and Employee Performance.

I. INTRODUCTION

The development of oil palm plantations in Indonesia is currently quite rapid because it is considered as a promising investment for business people. In general, oil palm plantations are located in areas located far from the city center and access through making oil palm plantations in remote areas and is very broad.

The passion to ensure the safety and health of its workers has been brought to the attention of oil palm companies in an effort to comply with Government Regulation Law No. 13 of 2003 concerning manpower and Government Regulation No. 50 of 2012 concerning the Implementation of the Occupational Health Safety Management System (SMK3) and to meet the principles and criteria of ISPO and RSPO. PT. XYZ in East Kalimantan is a company engaged in the field of oil palm plantations located in Miau Baru, Kombeng sub-district, East Kutai Regency, East Kalimantan Province. In 2014 there were 66 accident cases with details of 64 minor accident cases without causing loss of workdays and

2 cases of moderate accidents causing loss of working days by 1-3 days. HW Heinrich (1980) in Domino theory states that work accidents are caused by unsafe actions (unsafe actions) and caused by unsafe conditions, so Prevention of work accidents must depart from unsafe actions which in this case are human behavior. Accident investigation results show that 63.64% of accidents that

occur are caused by unsafe actions in the form of lack of discipline of workers, 30.30% of accidents that occur are caused by erroneous work culture that is chasing targets in order to quickly reach the daily harvest target and 6.06% caused by the working environment of oil palm plantations.

Based on the investigation of the accident, interviews were conducted with several garden assistants and estate managers so that information was obtained that workers often did not use the PPE that had been recommended because it was considered that the use of PPE interfered with their work. Then another factor is their desire to work quickly to immediately reach the target and get a bonus if the target has been reached making the workers rush so that at harvest they no longer form a triangle of harvest and nonstandard body position.

II. LITERATURE REVIEW

A. Work Culture

According to Mangkunegara (2005) work culture is a set of assumptions or belief systems, values and norms developed in organizations that serve as guidelines for behavior for members to overcome the problems of external adaptation and internal integration. Variables, Dimensions and Indicators of Work Culture Based on the opinion of Ndraha (2004), that work culture can be reduced to 2 dimensions of study: Dimensions of employee attitudes towards work and Dimensions of employee behavior at work. In an oil palm plantation company the attitude indicator towards work can be shown by the position of the employee at the time of harvesting, the position he is working for and the behavioral dimension to work is to be seen from compliance with harvest SOPs and harvest work instructions in case there are clear guidelines and must be followed.

B. Work Environment

According to Serdarmayanti (2009), states that in general, the type of work environment is divided into two factors, namely physical work environment and non-physical work environment.

➤ *Physical Work Environment Factors*
- Staining
- Lighting
- Air
- Noise
- Room motion

- Security
- Cleanliness

➢ *Non-Physical Work Environment Factors*
- Work structure
- Work responsibilities
- Attention and support of leaders
- Collaboration between groups
- Smooth communication

According to Sintaasih & Wiratama (2013: 129) work discipline is a management action to encourage awareness and willingness of its members to obey all regulations determined by the organization or company and social norms that apply voluntarily. Variables, Dimensions and Indicators of Work Discipline According to Hasibuan (2005: 194-198) indicators that affect the level of employee discipline in an organization, including:

➢ *Purpose and ability*
The goals to be achieved must be clear and ideally set and quite challenging for the ability of employees. This means that the work assigned to the employee must be in accordance with the ability of the employee concerned so that the employee works seriously and is disciplined in doing it.

➢ *Supervision Attached*
Waskat is the most effective real action in realizing the discipline of company employees. With a referee means the boss must be active and directly deal with the behavior, morals, attitudes, workplace passion and work performance of his subordinates.

➢ *Penalty sanctions*
Penal sanctions play an important role in maintaining employee discipline. With sanctions that are increasingly severe, employees will be increasingly afraid of violating company rules. Severe or mild sanctions that will be applied to influence the good or bad discipline of employees.

In oil palm plantation companies, the indicator of the objective and capability dimension is the use of employee and whether used or not and used correctly, for inherent supervision indicators can be seen from the attitude of workers in working whether in jokes or seriously and for legal sanctions with indicators that the supervisor in this case the assistant whether working properly supervises his workers in carrying out activities in the field.

C. Work Safety
Work safety is an effort to create a safe working environment free from work accidents. Based on Law No. 1 of 1970 concerning work safety, work accident is an unexpected and undesirable event that disrupts the regulated process of an activity and can cause harm to both human victims and property.

➢ *Variables, Dimensions and Indicators of Occupational Safety and Health*
Described by Jackson, Schuler, and Werner (2011) there are 5 dimensions on occupational safety and health, namely monitoring the level of occupational safety and health, accident prevention, disease prevention, pressure management, and health programs.

The paragraph below is an explanation of the five dimensions. Overseeing the Level of Safety and Health with Accident Prevention, Disease Prevention, Pressure Management and Health Programs.

III. THEORETICAL FRAMEWORK

The thinking skeleton is a combination of theoretical arguments and is supported by empirical evidence or previous research results on proposed research issues. The thinking skeleton is structured based on the relationship between variables in reference.
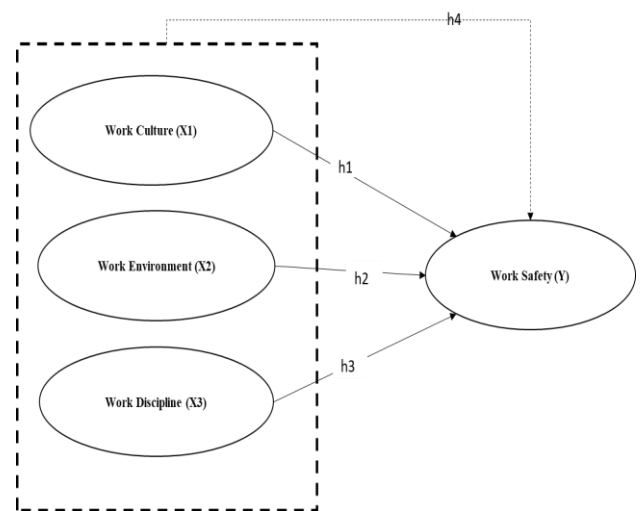

Fig 1:- Theoretical Framework

➢ *Research Hypothesis*

H1 : Work culture influences Work Safety
H2 : Work environment influences Work Safety
H3 : Work discipline has an effect on Work Safety
H4 : Culture, Environment and Work Discipline simultaneously influence to Work Safety.

IV. SAMPLES AND POPULATIONS

In this study, the sampling technique used is nonprobability sampling with the technique taken is saturated sampling (census). According to Sugiyono (2014: 118) saturation sampling technique is the technique of determining the sample if all members of the population are used as samples. Therefore, the authors chose the sample using a saturated sampling technique because the population is relatively small. So that the sample used in this study amounted to 100 people.

V.   METHOD OF COLLECTING DATA

In this study the authors used data collection techniques by questionnaire (questionnaire), with the consideration that the questionnaire was felt to be more efficiently done and the author knew with certainty the variables to be measured and knew what could be expected from respondents. The author uses a closed questionnaire so that respondents just choose a number of alternative answers available.

VI.   DATA ANALYSIS METHOD

The method chosen to analyze the data must be in accordance with the research pattern and variables to be studied. In this study quantitative analysis was used. Respondents' perceptions are qualitative data that will be measured on a scale so that the results are numeric. Furthermore, the numbers or scores are processed by statistical methods. The measurement of this method is to simplify the process of data analysis. In this study there are two analytical tools used, namely to test data and to test models.

VII.   RESULTS AND DISCUSSION

A. Data Validity Test

Testing the validity of each item used item analysis, which correlates the score of each item with a total score (corrected item total correlation), the solution of which is assisted by using the SPSS program.

Validity test by comparing between r count and r table using the product moment correlation coefficient formula put forward by Pearson, with the following criteria:

➢ If count > r table then the statement can be declared valid
➢ If count < r table, the statement can be declared invalid

For all instruments used on all variables in this study, they are declared valid and can be used for research

B. Data Reliability Test

All data listed in the table below is data taken from the results of data processing through the SPSS program which can be seen in the table below:

Reliability Statistics	
Cronbach's Alpha	N of Items
.744	16

Table 1:- Reliability Results

Cronbach alpha value of the variable questionnaire was 0.744, which means it was greater than 0.60. This shows that the questionnaire used in measuring variables X1, X2 and X3 is a reliable questionnaire.

C. Data Normality Test

From the data normality test results calculated with the help of the SPSS program, the results of the normality test data are as follows:

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	.23137806
Most Extreme Differences	Absolute	.085
	Positive	.059
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.070^c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Table 2:- Kolmogorov-Smirnof Test Analysis

Based on the above output, it can be seen that the Asymp sig 2 value is more than 0.05 which is 0.07, so it can be said that it is normal.
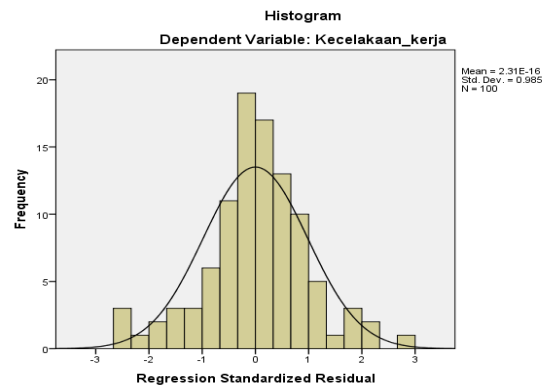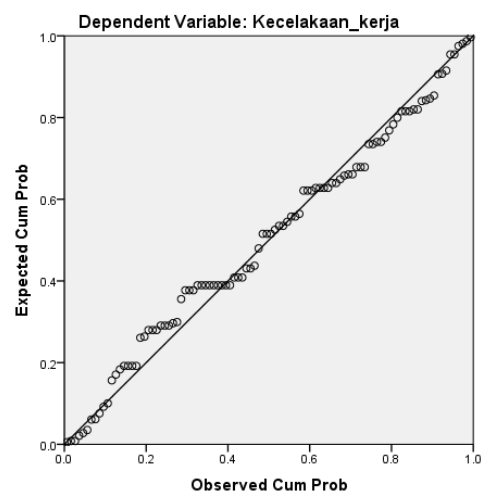

Fig 2:- Histogram Curve

Fig 3:- PP Plot of Regression

From the picture above shows that the curve line is not on the right or left side, but right in the middle. Whereas the PP Plot of Regression normal curve shows that the diagonal line in the graph illustrates the ideal state following the normal distribution line. The points around the line are the state of the tested data, where most points are very close to the line or even stick to the line. histogram curve drawings and PP Plot of Regression normal curves can be concluded that the research data is normally distributed.

D. Data Multicollinearity Test

Multicollinearity test in this study can be seen from the results of data processing with the help of the SPSS program in the Colinearity Statistics column in the table below.

Coefficients^a

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1 (Constant)	-.453	.063		-7.179	.000		
Budaya_kerja	.139	.024	.328	5.850	.000	.731	1.368
Lingkungan_kerja	.163	.023	.457	7.182	.000	.568	1.762
Disiplin_kerja	.075	.015	.294	5.006	.000	.669	1.496

a. Dependent Variable: Keselamatan_kerja

Table 3:- Data Multicollinearity Analysis

The table above shows that among the independent variables there is no multicollinearity problem, where the results of the Variance Inflation Factor (VIF) test each indicate a number value of less than 5 (VIF <5). VIF values less than 5 indicate that there are no multicollinearity problems in this research model. Whereas if seen from the tolerance value on work culture, work environment and work discipline variables, all have values greater than 0.1 (tolerance> 0.1), then there are no multicollinearity problems among the three independent variables.

E. F-Test

With the help of ANOVA table the results of data processing with the SPSS program obtained the following data:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.700	3	6.233	112.904	.000^b
	Residual	5.300	96	.055		
	Total	24.000	99			

a. Dependent Variable: Keselamatan_kerja

b. Predictors: (Constant), Disiplin_kerja, Budaya_kerja, Lingkungan_kerja

Table 4:- Test Results of Work Culture, Work Environment and Work Discipline Together.

The testing criteria for the F-calculated value against the F-table are:
- If the value of F-count <F-table then Ho is accepted and H1 is rejected
- If the value of F-count> F-table then H0 is rejected and H1 is accepted

From the results of the regression output above, it can be seen that simultaneously the independent variable has a significant effect on the independent variable. This can be proven from the calculated F value of 112,904 while the F table value is with df: α, (k-1), (nk) or df: 0.05 (3-1), (100-3) is 3.09 which means that F count> F table. This can also be seen with the magnitude of the probability value of 0,000 which means it is smaller than the significance level used which is 0.05 or 5%, it can be concluded that the hypothesis is accepted and the regression model can be used to predict work safety. Or in other words that the variables of work culture (X1), work environment (X2), and work discipline (X3) simultaneously have a significant effect on work safety variables (Y).

F. T-test

The t test was carried out using a two-tailed test (two tail test), with α = 5%, the t table was obtained as follows:
t table (t critical) = | α; df = (nk) |
= 5%; df = (100-3)
= 0.05; df = 97
= 0.677

If the probability value of the independent variable is smaller than the significance level used that is 5% or 0.05, it can be concluded that there is a significant influence of the dependent variable on the independent variable.

Coefficients^a

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	-.453	.063		-7.179	.000
Budaya_kerja	.139	.024	.328	5.850	.000
Lingkungan_kerja	.163	.023	.457	7.182	.000
Disiplin_kerja	.075	.015	.294	5.006	.000

a. Dependent Variable: Keselamatan_kerja

Table 5:- results of the t test (partial test)

By comparing the value of t table with t arithmetic and seeing the probability value of the probability value of each independent variable, it can be concluded:

➤ *Test partial to work culture variables*

By looking at the value of t count (t statistics) work culture of 5,850 which means it is greater than the value of t table 0.677 with a probability of 0,000 which means it is smaller than the value of α = 0.05.

Criteria for accepting hypotheses:
- If t-count> t-table and sig <0.05, then H0 is rejected and H1 is accepted.
- If t-count <t-table, and sig> 0.05 then H0 is accepted and H1 is rejected.
- Significant level = 5%, degree of freedom (df) = 100-2 = 100-2 = 98

So that it can be concluded that the work culture variable has a significant influence on the work safety variable.

➢ *Test partial to work environment variables*

By looking at the t value (t statistic) of the work environment of 7,182 which means it is greater than the value of t table 0.677 with a probability of 0,000 which means it is smaller than the value of α = 0.05.

Criteria for accepting hypotheses:
- If t-count> t-table and sig <0.05, then H0 is rejected and H1 is accepted.
- If t-count <t-table, and sig> 0.05 then H0 is accepted and H1 is rejected.
- Significant level = 5%, degree of freedom (df) = 100-2 = 100-2 = 98

So it can be concluded that the work environment variables have a significant influence on the work safety variable.

➢ *Test partial to the variable work discipline*

By looking at the value of t arithmetic (t statistics) work discipline of 5.006 which means less than the value of t table 0.677 with a probability of 0.740 which means greater than the value of α = 0.05.

Criteria for accepting hypotheses:
- If t-count> t-table and sig <0.05, then H0 is rejected and H1 is accepted.
- If t-count <t-table, and sig> 0.05 then H0 is accepted and H1 is rejected.
- Significant level = 5%, degree of freedom (df) = 100-2 = 100-2 = 98

So it can be concluded that the work discipline variable has a significant effect on the work safety variable.

G. Coefficient of Determination

The coefficient of determination test is used to measure the accuracy of the analysis model created. The coefficient of determination is a tool for measuring the magnitude of the contribution of the independent variable under study to the variation of the dependent variable. The results of the coefficient of determination of each variable are as follows:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.883[a]	.779	.772	.23497	2.046

a. Predictors: (Constant), Disiplin_kerja, Budaya_kerja, Lingkungan_kerja

b. Dependent Variable: Keselamatan_kerja

Table 6:- Determination Coefficient Test Results

It can be seen that the value of R is 0.883, while the value of R2 is 0.779. Because this multiple determination coefficient test is obtained from the calculation of multiple linear regression, then the determination score is 0.779 or R2 x 100% is 77.90%. The significance of this value has implications that the variables of work culture, work environment and work discipline affect the safety of one private palm oil company in East Kalimantan by 77.90%,

and the remaining 22.10% is influenced by other variables outside the model included in the study this.

H. Correlation Analysis Between Dimensions

From the correlation table it can be seen that for the amount of Pearson Correlation the strongest relation to occupational safety and health is the work environment, work discipline and work culture and all have a strong influence.

VIII. DISCUSSION

➢ *Effect of Work Culture (X1) on Occupational Safety and Health (Y)*

The perception of work culture from the perceptions of respondents obtained through the results of the questionnaire, shows that the work culture is in the good category. From the formulation of the problem that has been revealed in the previous chapter, that from the results of hypothesis testing by conducting t-tests, it was found that there is a positive and significant influence between the work culture variables on work safety in private palm oil companies in East Kalimantan. This means that the hypothesis proposed by the author is accepted, namely work culture influences work safety. This is also supported by previous research namely Yusuf et al. (2017) in the journal Understanding the Relationship Between Safety Culture Dimensions and Safety Performance of Construction Projects through Partial Least Square Method, the results show that work safety culture has a significant effect on work accident rates. Then in the research of Silla et al. (2017) in the journal Organizational culture and a safety-conscious work environment: The mediating role of employee communication satisfaction concludes that supportive relationships, individual growth and high performance are encouraged to facilitate the establishment of a work environment that is aware of work safety,

The application of safety in oil palm plantations is not easy because oil palm plantations are labor-intensive industries employing a large proportion of workers with low education so that the implementation of safety was initially very annoying and tiring for workers. It is conceivable not accustomed to wearing a standard helmet told to be obliged to wear a standard helmet would naturally arise various resistance from workers.

The process of creating a work culture that is compliant with regulations requires the term to be voluntary so that workers must be forced to obey every work standard or work instruction applied. Existing work standards to minimize workers experiencing workplace accidents during harvest include harvest positions that form a harvest triangle, body positions that conform to harvest standards and work in a hurry.

Submission activities about the importance of work safety is done at morning apple. This activity is routinely carried out in addition to conveying the division of harvest tasks to be done, checking the completeness of the harvesting PPE as well as through innovations carried out

by asking every worker who has an accident to speak in front of his friends any mistakes in work that makes an accident. It turned out that this step was effective in making the harvest employees feel ashamed to speak in public.

> *Effect of Work Environment (X2) on Occupational Safety and Health (Y)*

The perception of the work environment from the perceptions of the respondents obtained through the results of the questionnaire, shows that the work environment is in the good category. From the formulation of the problem that has been revealed in the previous chapter, that from the results of the hypothesis test by conducting t-test, it was found that there is a positive and significant influence between the work environment variables on work safety of oil palm private companies in East Kalimantan. This is also supported by previous research, namely Sawarni's research (2016) in the journal The Effect of Work Discipline and Work Environment on The Performance of Employees, concluded that discipline and work environment have a positive effect on employee performance, and in Silla research (2017) in the journal Organizational culture and a safety-conscious work environment:

This means that the hypothesis proposed by the author is accepted, namely the work environment influences work safety. A positive relationship shows that if the better a work environment or the more ideal a work environment will improve work safety. The ideal work environment here means that the distance between the trees is not narrow and according to the rules of planting oil palm, that is 8m x 8m, the harvest location is not hilly or in other words flat, the tools used are egrek in accordance with its length and sharp.

Through the method applied is to make workers who have an accident to talk in front of his friends at the morning apple the cause of the accident that happened to him was effective in making these workers pay more attention to the environment and the equipment used. This makes the harvest workers always prepare the equipment they will use and always prepare the equipment.

> *Effect of Work Discipline (X3) on Occupational Safety and Health (Y)*

The perception of work discipline from the perception of the respondents obtained through the results of the questionnaire, shows that the work environment is in a good category. From the formulation of the problem that has been revealed in the previous chapter, that from the results of the hypothesis test by conducting t-test, it was found that there is a positive and significant influence between the work environment variables on work safety of oil palm private companies in East Kalimantan. This is also supported by previous research namely Haryadi et al. (2019) in the journal Relationship Discipline and Supervision with Implementation of Occupational Safety and Health (OSH) Employees at PT XYZ Medan, it was concluded that to improve employee discipline by implementing effective reprimand sanctions, especially in K3 and also increasing supervision through the

implementation of duties and responsibilities each head of unit work, especially at OSH, as well as in Clarke et al. (2018) in the journal Reducing workplace accidents through the use of leadership interventions: A quasi-experimental field study, The Effect of Work Discipline and Work Environment on The Performance of Employees concluded that safety leadership interventions are effective in changing employee safety perceptions and in the research of Clarke et al. (2018) in the journal Reducing workplace accidents through the use of leadership interventions: A quasi-experimental field study, The Effect of Work Discipline and Work Environment on The Performance of Employees concluded that safety leadership interventions are effective in changing employee safety perceptions and in the research of Clarke et al. (2018) in the journal Reducing workplace accidents through the use of leadership interventions: A quasi-experimental field study, The Effect of Work Discipline and Work Environment on The Performance of Employees concluded that safety leadership interventions are effective in changing employee safety perceptions

This means that the hypothesis proposed by the author is accepted, namely that work discipline influences work safety. A positive relationship shows that if the harvest employee discipline is higher, it will increase the level of employee safety.

> *Effect of Work Culture (X1), Work Environment (X2) and Work Discipline (X3) Together on Occupational Safety and Health (Y).*

Based on the results of the F-test calculations obtained above indicate that the fourth hypothesis the author accepted. This means that there is a real and significant influence between work culture, work environment, and work discipline together on work safety in one of the palm oil private companies in East Kalimantan.

The application of work safety is an important aspect in the application of prevention of work accidents and occupational diseases, where the indicators of work accident cases are largely caused by employee negligence, work instruction errors and weak supervision. From the results of the above tests, in order to improve work safety in oil palm plantations, it requires consistency and care from all parties.

The management has mapped the potential danger and its prevention with Harvest SOP, the compilation of Job Safety Analysis (JSA), the fulfillment of PPE that must be used by harvest employees and the implementation of rewards and punishment for the application of the discipline.

Then the next step is the application that is always consistent with the method that every morning the employees are always reminded again about how the harvest works properly, checking the APD used is complete or not if incomplete, the harvesters will not be allowed to work on that day . And if there is a work accident, a work accident inspection will be carried out by the K3L Assistant

and minutes of work accidents will be made. From the official report, an error or cause of the work accident will be found. Then the K3L assistant will call the employee who has the accident to be given directions and at the morning of the morning the employee will be asked to raise his mistakes in front of his friends.

The process of creating Zero Accident on oil palm plantations is indeed not easy because it deals with workers with low levels of education, minimal insight and their social conditions. For that, creating Zero Accident requires a culture that is forced willingness that will make workers pay attention and fear harm.

➤ *Managerial Implications*

Based on the hypothesis that was built in this study and has proven acceptable, it can be suggested to the management, especially in optimizing the occupational safety and health of employees to be able to imply:

- Commitment from management to build a work culture that complies with regulations on the terms of voluntary so that workers must be forced to comply with any work standards or work instructions that are applied. Existing work standards to minimize workers experiencing workplace accidents during harvest include harvest positions that form a harvest triangle, body positions that conform to harvest standards and work in a hurry.
- Control of the work environment provides the greatest influence on employee occupational safety and health. This shows that if the better a work environment or the more ideal a work environment will improve work safety. The risk of working conditions can be minimized by harvesting training, ensuring equipment to be used to work in standard conditions such as adequate length of the orchid, ensuring sharpness of the orchid.
- The management must ensure that employees are disciplined in their work, including the use of PPE that has been given by the company properly, not to joke at work and oversight at work so that employees focus on work.

➤ *Research Limitations*

In writing this research, the author realizes that there are still many shortcomings and is far from perfect. There are several things that become obstacles that the writer experiences, including:

- The sample in this study, not all workers in this private oil palm plantation company.
- The author's limited time to disclose other factors that affect the Occupational Health and Safety of employees at one private oil palm plantation company in East Kalimantan.

IX. CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

A. Conclusion

From the results of research conducted by the author, the authors draw conclusions that are adjusted to the determination of the objectives of this study:

➤ The influence of work culture on occupational health and safety on one of the private oil palm plantation companies in East Kalimantan has a positive and significant influence. This proves that the more a harvester is aware that work culture, the better the level of occupational health and safety will increase.

➤ The influence of the work environment on occupational health and safety on one private oil palm plantation company in East Kalimantan has a positive and significant effect. This means that the more ideal working environment will improve the health and safety of harvest employees at one of the private palm oil companies in East Kalimantan.

➤ The influence of work discipline on occupational health and safety on one of the private oil palm plantation companies in East Kalimantan has a positive and significant impact. This proves that the more a harvester is aware that the higher work discipline the higher the level of occupational health and safety will increase.

➤ The influence between work culture, work environment and work discipline together significantly influences work health and safety. Meaningfulness means that the three variables namely work culture, work environment and work discipline together can be used to predict improvement in health variables and work safety at a private oil palm plantation company in East Kalimantan.

B. Managerial Implications

Implications of the results of this study that the authors can recommend that:

- The application of forced voluntary systems to harvest employee compliance in the form of compliance with the use of PPE, Compliance with work instructions must be consistently carried out.
- Submission of work instructions every morning at morning apple must always be delivered.
- Every worker who has a work accident at the morning of the morning tells about the accident that he experienced including the cause of the event, the consequences he suffered in order to be of concern to his colleagues.

C. Suggestion

The suggestions for the next research are:

- In order to make this research more accurate in the future, researchers should be able to further add variations in the aspects of the implementation of the Occupational Health and Safety (K3) program, add respondents, expand research areas.
- So that further research can add leadership research variables, wages, or work motivation on employee health and safety.

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