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Safety Citizenship Behaviors (SCBs) BUMDesa Managers through Tourism Management in Sumenep Regency

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ABSTRACT

Abstract: Risk management is an integral part of a business because it has a high environmental, human, legal, and financial impact, including the tourism business. Today's organizations focus on building human risk management systems, limiting risky behaviour, and improving safety behaviour. Based on previous research, compliance with safety rules and regulations significantly minimizes the risk of work accidents. However, safety researchers recognize that compliance alone is not enough to achieve high levels of safety. Organizations need individuals who are also proactive in participating and initiating safety improvements. This type of proactive behaviour is called safety citizenship behaviour. The present study addressed this issue by examining the dimensionality of SCBs as they relate to helping, stewardship, civic virtue, whistleblowing, voice, and initiating change in current practices. Data on SCBs were collected from four districts in Madura. This study was carried out with the following: (1) Calculate descriptive statistics (2) normality test; (3) The use of the structural equation model (SEM) to test concurrent models in the different samples using confirmatory factor analyses (CFA); and (4) multi-group invariance testing.

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A. INTRODUCTION

Safety Management is a major concern in a business/enterprise, including tourism businesses, because of the high human and financial costs at stake. Safety Behavior is a major concern for every organization because it significantly impacts direct and indirect costs and productivity (Yadav & Pathak, 2016). One of the main goals of a successful organization is continuous Performance improvement in workplace safety behaviour. A key objective for any successful organization is consistently enhancing workplace safety behaviour (Yadav & Pathak, 2016). The International Labor Organization (ILO) notes that every year, more than 2.3 million people die due to work accidents, 160 million workers suffer from work-related diseases (Presidential Decree No. 7 of 2019), and there are approximately 337 million work accidents per year in various parts of the world.

Traditional safety management approaches have focused narrowly on technical factors such as equipment design, safety policies, and programs. Recent approaches have become behaviorally oriented as it has become clear that employee Dejoy et al. (2004) attitudes and behaviours dictate how risks are identified in the workplace. Recently, there has been an increased focus on improving compliance by following safety rules and

regulations (Dejoy et al., 2010). However, safety researchers recognize that compliance alone is insufficient to minimize the risk of adverse events and that individuals must proactively address safety issues. This drive to improve safety is demonstrated in helping coworkers, promoting safety programs, showing initiative, and suggesting changes to improve safety. It can be collectively known as voluntary safety behaviours (SCBs) (Hofmann et al., 2003). This also applies to tourism businesses, which are inseparable from unsafe behaviour practices, especially those related to workplace safety. Tourism businesses have a fairly high risk of accidents, such as natural disasters, falls, injuries, and other incidents. Therefore, safety is one of the main factors that tourism businesses need to consider. Safety behaviour is behaviour that promotes safety and prevents accidents in the workplace.

An initial survey in the tourism business found minimal work safety etiquette, work safety procedures, not implementing work safety rules in the work environment, and minimal use of work safety equipment. In addition, there is also minimal employee participation in helping coworkers, not promoting safety programs in the workplace, minimal initiative in demonstrating safety behaviour, not participating in efforts to improve safety in the workplace, lack of collective involvement of employees in communicating to leaders and in the decision-making process in safety makes this still need in-depth investigation. To achieve good safety behaviour, it is not enough for employees to only have safety knowledge; they must have safety citizenship behaviour (SCB) related to safety behaviour (Detert & Burris, 2007). The concept aims to improve work-related situations and safety programs in safe management. Xia et al. (2020) defines safety citizenship behaviour as a type of individual employee behaviour that is not directly related to the formal reward system but can improve safety performance.

Safety citizenship behaviour (SCB) is discretionary, not directly or explicitly recognized by a formal reward system, and promotes effective organizational functioning. The concept of citizenship behaviour is based on the principle of reciprocity. Employees tend to reciprocate a high relationship with their supervisor (based on trust, support, and fairness) by engaging in behaviours valuable to the organization. Since safety is a behaviour that is rewarded in high-risk industries, employees are more likely to choose to engage in safe behaviours (Hofmann et al., 2003). Many employees were found to have not behaved voluntarily in teaching other employees, not wanting to be involved in other people's work, especially in safety, not voicing and not daring to express opinions, protecting and preventing other employees, not reporting violations that It occurred, not informing new employees during work orientation in the safety sector (maintaining information) and improving procedures. Therefore, the researcher raised the title Safety Citizenship Behaviors (SCBs) to improve the safety behaviour of BUMDesa in managing tourism businesses in the Sumemep Regency. Problem formulation Example subsection heading: (1) The practice of safety behaviour of tourism businesses in Sumenep Regency; (2) The safety citizenship behaviour implemented to support safety behaviour in tourism businesses in Sumenep Regency; and (3) The design a safety behaviour concept in tourism businesses in Sumenep Regency.

B. OBSERVED/MEASURED CHANGES

1. Safety Behavior (Y)

Safety behaviour is determined by the knowledge and ability of a particular behaviour and the individual's motivation to perform it (Neal et al., 2000). Safety behaviour can be divided into two types: compliance and participation. Compliance with safety includes behaviours such as following safety procedures and carrying out work in a safe manner. In comparison, participation in safety includes helping coworkers, promoting safety programs in the workplace, and trying to improve safety in the workplace (Neal et al., 2000).

2. Safety Citizenship Behavior

According to Hofmann (Banbury, 2017; Curcuruto, Parker, et al., 2019; Didla et al., 2009; Hofmann et al., 2003; Jiang et al., 2017; Reader et al., 2017), there are 6 dimensions of safety Citizenship Behavior: (a) Helping: volunteering for safety committees, helping teach new employees safety procedures, helping others to ensure safe work, getting involved in safety activities to help employees work more safely, helping other employees learn about safe work practices, and helping others with safety-related responsibilities; (b) Voice: making safety recommendations about work activities, speaking up and encouraging others to get involved, expressing opinions about safety issues even if others disagree, and raising safety issues during planning sessions; (c) Stewardship: protecting fellow employees from safety hazards, going out of the way to keep other employees safe, taking action to protect employees from risky situations, trying to prevent other employees from getting hurt on the job, and stopping safety violations from protecting the welfare of others; (d) Whistle-blowing: reporting safety violations, telling employees to follow safe work procedures, monitoring new employees to ensure safe work, Reporting employees who violate safety procedures, telling new employees that violations of safety procedures will not be tolerated, and explaining to other employees who will be reported; (e) Civic virtue: Attending safety and non-mandatory safety-oriented meetings and staying informed of safety policy and procedure changes; and (f) Initiating change: improving safety procedures, changing how work is done to make it safer, changing policies and procedures to make them safer, and asking for suggestions to improve the safety mission.

C. RESEARCH METHODS

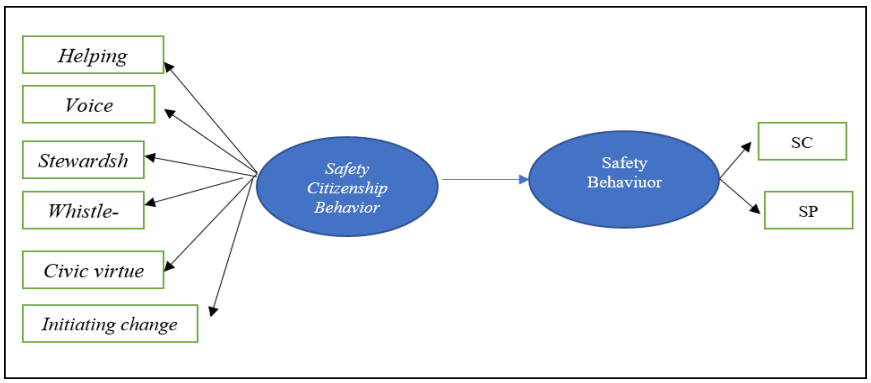

Figure 1. Research Model.

The location of this research was at BUM Desa Pasopati, Kebundadap Timur Mangrove Tourism Manager, Saronggi District, BUMDesa Harapan Bahari, Bukit Tawap Tourism Manager, Pagarbatu, Saronggi District, BUMDesa Pelangi Nusantara, Matahari Beach Tourism Manager, Lobuk, Bluto District, involving the Managers: BUMDesa/Village Apparatus, Tourist Destination Employees, Madura Tourism Management Association (ASPRIM), Tourism Village Association (ASIDEWI). The data collection technique used was a self-administered survey by distributing questionnaires directly to respondents and filling them in by the respondents themselves (2). The questionnaire measured the constructs and analyzed the safety behaviour of citizens, safety behaviour, and accidents. The questionnaires in this study were distributed to respondents directly to increase the level of response or assessment of the variables studied. The data collected from the questionnaire were tabulated and then processed using the Path Analysis model. Path Analysis analyzes the relationship pattern between variables to determine the direct or indirect influence of independent/exogenous variables on the dependent/endogenous variables. The path coefficient (path analysis) is a standardized regression coefficient, namely a regression coefficient calculated from a database set in standard numbers (Z-score).

D. RESULT & DISCUSSION

Employees' active engagement in safety citizenship behaviour (SCB) is often measured as a single construct. However, research suggests that there are differences in the construct between prosocial actions that reflect affiliation and proactive actions that seek to challenge the organizational status quo ((Curcuruto, Conchie, et al., 2019). The current study tests this emerging suggestion by comparing several SCB models. We found support for the model with two superordinate factors. The results fully support the model's configurational equivalence (equality of the number of constructs and observed variables), thus proving the stability of the factorial structure regardless of the general context.

The study also supports equivalence in factor loadings, variances, and covariances. In other words, the variable metrics are invariant across sample locations, meaning that comparisons between the latent factors of affiliation and challenge (as defined in this analysis) are meaningful. Conversely, we cannot directly compare scores on these factors across samples because scalar invariance is not supported. Practically, the scales between the 3 samples reflect real differences in the underlying factors. The failure to find scalar invariance across samples may be due to several factors. First, the study samples came from different contexts (hills, seas, estuaries) where SCB was not conceptually interpreted similarly. Substantial differences between the 3 locations in aspects such as work processes, teamwork, definition of roles and responsibilities in safety, and maturation of safety culture may explain the differences.

These factors impact the interpretation of SCB, such as what behaviours are expected in teams, their relevance to the job, and their relevance to the organization. At a practical level, a particular change-oriented behaviour (initiating safety-related changes) may be perceived differently across Research samples due to differences in the definition of the organization's safety role and safety systems. These organizational differences may

influence workers' expectations about which safety-related changes can be effectively initiated, by whom, and to what extent.

Second, it is also possible that cultural differences between samples influenced how SCB was interpreted by study respondents (Curcuruto & Griffin, 2018). It is plausible that the 3 tourism sites operate in a general context characterized by different safety regulatory systems, and differences may influence the extent to which certain behaviours (whistleblowing; stewardship) are effectively interpreted by workers as discretionary SCB. On a practical level, failure to engage in some behaviours included in Hofmann's SCB model may result in negative sanctions under some general safety regulatory systems but not others. For example, reporting safety violations and nonconformities (whistleblowing) or providing safety protection or support to coworkers during certain risky work operations (supervision) may be legally required in some instances and, therefore, would be undertaken more frequently.

Third, certain differences in the interpretation of SCBs are due to cultural differences between research samples (Wishart et al., 2019). Therefore, these cultural differences may determine the extent to which certain SCBs are considered more or less desirable in workers' eyes. For example, in one cultural context, challenging behaviours such as raising safety issues with a supervisor (voice) may not align with certain sociocultural norms, whereas in another context, showing the same level of initiative may be more easily recognized and more positively received. Speculatively, affiliation-oriented behaviours such as helping may be perceived and recognized differently across different samples. For example, in some samples, actions such as offering and accepting support in work activities (helping) may be interpreted differently due to specific differences in social norms, social roles, and social stereotypes (may be viewed as an affront to the individual's identity).

This research underscored the critical role of safety citizenship behavior (SCB) in effective risk management within the tourism sector. The findings revealed that it was insufficient, while compliance with safety regulations is essential for minimizing workplace accidents. Organizations must cultivate proactive engagement among employees to drive safety improvements. By examining SCB across various dimensions—helping, stewardship, civic virtue, whistleblowing, voice, and initiating change—we identified a model with two superordinate factors reflecting affiliation and challenging behaviours. The analysis confirmed the stability of this factorial structure across different contexts, indicating meaningful comparisons between the latent factors. However, the lack of scalar invariance suggests that the interpretation of SCBs varies significantly across the studied locations, influenced by factors such as local safety cultures, organizational structures, and cultural norms. These differences affect employees' expectations regarding safety-related behaviours and initiatives, highlighting the importance of context in shaping SCB.

E. CONCLUSION AND SUGGESTIONS

This research highlights the importance of safety citizenship behaviour (SCB) in risk management within the tourism sector, revealing that while compliance with safety regulations is necessary, it must be complemented by proactive employee engagement. The findings indicated meaningful comparisons between SCB dimensions, but the lack of

scalar invariance suggests significant variability in interpretation across different contexts. These differences affected employees' expectations regarding safety-related behaviours and initiatives, highlighting the importance of context in shaping SCB. This study contributed to understanding SCBs by illustrating how contextual and cultural factors influence their interpretation and implementation. Future research should investigate how local safety cultures, organizational structures, and cultural norms shape SCB perceptions and practices. By examining these factors further, researchers can develop tailored strategies that promote effective safety behaviours across diverse organizational settings, ultimately enhancing workplace safety and reducing risks.

RESEARCH CONTRIBUTION

In testing the SCB factor solution, the first study assesses Hofmann et al.'s (Hofmann et al., 2003) SCB measurement in a large, cross-district sample of workers. Second, the current study contributes to the advancement of a substantive theory about OCB by distinguishing two distinct superordinate factors within the specific domain of OCB: affiliation-oriented and challenge-oriented. Third, we demonstrate the invariance and stability of our hypothesized model across three different samples.

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