DIJEMSS:
Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DINASTI PUBLISHER

DOI: https://doi.org/10.38035/dijemss.v6i6

From Awareness to Action: How Mindful Organizing Shapes Safety Compliance via Safety Culture

Wahyu Dwi Admaja[1], Arum Etikariena[2], Muhammad Fahizza Amru[3]
[1]Universitas Indonesia, Depok, Indonesia, pawi.admaja.balottama@gmail.com
[2]Universitas Indonesia, Depok, Indonesia, arum.etikariena@ui.ac.id
[3]Universitas Indonesia, Depok, Indonesia, fahizzaamru@gmail.com

Corresponding Author: pawi.admaja.balottama@gmail.com[1]

Abstract: PT X, a major mining company in Indonesia, operates within a sector marked by high accident rates, highlighting the need for effective safety practices. This study investigates the relationship between mindful organizing and safety compliance, with safety culture as a mediator, based on Bisbey's safety framework. Using validated instruments adapted to Indonesian context, data were collected from 204 underground mining employees in Timika, Papua. Results from Hayes Process Model 4 indicate that mindful organizing positively influences safety compliance through a fully mediated effect of safety culture (β=.181; R^2=.132; $p<.001$). The findings emphasize the importance of cultivating safety culture through mindful organizing to improve safety compliance and reduce workplace accidents in high-risk industries.

Keyword: High-Risk Industries, Mediation, Mindful Organizing, Safety Compliance, Safety Culture

INTRODUCTION

Construction, mining, and energy industries are vital for national sustainability and economic contributions. However, these sectors also have high occupational accident rates. The Indonesian Ministry of Energy and Mineral Resource (2024) reports that the mineral and energy industry has a significant history of workplace accidents. Globally, over 2.78 million fatalities result from occupational incidents annually, with an additional 374 million cases of injuries (International Labour Organization, 2021). In Indonesia alone, there were 278,564 occupational accidents recorded between January and August 2024, mostly involving wage workers in field operations (Ministry of Manpower, 2024). Along 2025, there were 5.600 case of work accident specifically on manufactures, construction and mining sectors (Maulidin, 2025). These statistics highlight the need for organizations to improve workplace safety.

Safety compliance, known as adherence to workplace safety norms and procedures (Wang et al., 2024), is crucial in reducing accidents in workplace. Historical incidents, such as the Garuda Airline crash in 2007 and the Deepwater Horizon explosion in 2010, underscore the severe consequences of safety noncompliance, leading to loss of life, environmental damage, and reputational harm (BP Accident Report, 2010; National Comitee Of Transportation Safety,

2007). Compliance shown by wearing protective equipment, monitoring hazards, and maintaining operational safety according to imposed standard and safety procedured (Mazzetti et al., 2020). Research by Bisbey *et al.* (2021) suggests that establishing safety norms alone is insufficient; organizational culture and proactive safety behaviors are also necessary.

Industries like mining and energy involve extreme environments, heavy machinery, and hazardous chemicals, making safety compliance even more critical (Rahim et al., 2024). Mining operations, in particular, face risks such as tunnel collapses, explosions, toxic gas exposure, and fires (Dodoo et al., 2023). Due to these challenges, mining is classified as a high-risk industry (Ali & Pal, 2022). PT. X, a major Indonesian mining company, prioritizes safety yet still encounters incidents. In October 2024, a smelter unit of PT. X experienced a fire accident. Despite the heavy damage, no fatalities occurred, and loss are minimized due to a swift organizational response (Ministry of Energy and Mineral Resource, 2025). What actually happened indicates that PT. X workers are demonstrating the company's ability to implement Mindful Organizing (MO). MO refers to a collective capability where team members paying attention to smallest details in their work, detect and respond to softest potential threats before they escalate into big crisis (Curcuruto et al., 2024; Martínez-Córcoles & Vogus, 2020). This approach fosters vigilance and learning from minor incidents in high risk operations of work, and gradually helping organizations reduce future potential risks (Saleem et al., 2021).

Mindful organizing contributes to a proactive safety culture by encouraging employees to recognize hazards, collaborate on safety measures, and learn from past incidents (Cantu et al., 2020). Prior studies (Curcuruto & Griffin, 2023; Mezentseva et al., 2023; Renecle et al., 2020) have established a link between MO and safety compliance in high-risk industries, indicating that MO enhances adherence to safety norms. However, variations exist across organizations due to differences in leadership, enforcement of safety rules, risk perception, and employee training. This indicates that there is contextual factor applied in each organization that fascilitates workers safety performance, and these factors could be a form of organizational safety culture (Bisbey et al., 2021).

Hypothesis 1 (H1): Mindful Organizing has a positive and significant relationship with Safety Compliance.

Safety culture encompasses organizational norms, rules, values, and assumptions regarding workplace safety. Wu et al. (2009) define safety culture as employee awareness of workplace risks, influencing safety behavior and outcomes. It manifested in three key components includes safety Participation that shown by employee engagement in safety-related decision-making, training, and reporting. Secondly, perceived risk or how employees are being aware of workplace hazards, and thirdly emergency Response shown by employees' preparedness and ability to react effectively in crises.

Safety culture is influenced by variety of factors such as safety leadership, knowledge, management commitment, cohesion, individual control and communication (Bisbey et al., 2021; Ismail et al., 2021; Kilcullen et al., 2022; Yeboah et al., 2024). A strong safety culture reinforces compliance by shaping employees' perceptions of acceptable workplace behaviors. Bisbey (2021) emphasizes that organizational culture is learned and internalized over time, guiding employees' behaviors based on shared experiences and norms. In high-risk industries, a strong safety culture fosters employee adherence to organizational safety standards, reinforcing the notion that compliance with safety procedures is integral to operational success(Bisbey et al., 2021). Therefore employees align with organizational expectations and adopt safety behaviors from peers, team members, or colleagues, strengthening compliance practices toward safety norms (Mirza et al., 2022).

Mindful organizing proven facilitates proactive safety behaviors by enabling employees to detect hazards and act accordingly (Martínez-Córcoles & Vogus, 2020; Saleem et al., 2021; Xue et al., 2020). However, for MO to consistently lead to safety compliance, an organization must have a strong safety culture. Bisbey (2021) in his framework highlights that a robust safety

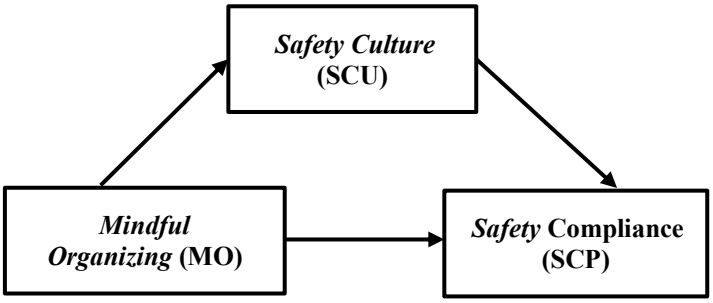
culture does not emerge solely from implementing safety standards but from enabling factors at the organizational, group, and individual levels. These include leadership commitment, safety training, teamwork, and employee autonomy in safety decisions.

Hypothesis 2 (H2): Safety Culture mediates the relationship between Mindful Organizing and Safety Compliance.

H2a: Mindful Organizing has a positive and significant relationship with Safety Culture.

H2b: Safety Culture has a positive and significant relationship with Safety Compliance.

By utilizing Bisbey's framework, MO can be viewed as an enabling factor by fostering risk awareness, utilizing team expertise, and promoting a collaborative safety mindset. Organizations with high mindfulness levels create environments that naturally support safety compliance, and in turn enhancing workers adherence to safety protocols. Employees in such organizations are more likely to comply with safety norms, as they recognize the importance of being aware toward operational safety. Align to that, prior researches supports the idea that a strong safety culture predicts the emergence of safety behaviors, including safety compliance (Bisbey et al., 2021). This study aims to investigate how MO influences safety compliance, with safety culture as a mediating factor. Understanding this relationship provides theoritical insight how MO could be another important factor to enable organizational safety culture and provide practical insights for improving workplace safety in high-risk industries, particularly in Indonesia's mining and energy sectors.



Source: Research Results

Figure 1. Research Model

METHOD

Data were collected using a digital survey via Google Forms, which included an introduction, informed consent, and filling instructions. The research instrument consists of a questionnaire measuring variables such as safety culture, safety compliance, and mindful organizing. These instruments have previously been validated in a preliminary study, and this study has been approved for ethical review, with the ethical review approval letter number 176/FPsi.Komite Etik/PDP.04.00/2024 dated October 31, 2024 in Universitas Indonesia.

The obtained data were then analyzed using mediation tests to examine the relationship between mindful organizing as a predictor variable and safety compliance as a criterion, positioning safety culture as a mediator to reveal how safety culture bridges the relationship between mindful organizing and safety compliance in organizations, particularly companies operating in the mining sector, and how the role of safety culture in this industrial sector bridges the relationship.

The population of this research are employees of a high-risk mining company (PT X). The sample was selected using convenience sampling, a non-probability sampling method based on the availability of elements and ease of access (Sugiyono, 2019). Necessary sample size for the study was determined using G*Power analysis software, applying specific parameters include a pair predictor (independent variable), a significance level of 0.05, assumed medium effect size of 0.15, and a standard power of 0.95, resulting in a minimum sample size of 107 participants for this study. However, researcher successfully collected 220 samples, reduced by 10 samples of incomplete response and 6 other samples discarded due to unengaged

responses toward survey and failing check questions/item checks, leaving 204 data points that can be used for hypothesis testing.

The research instruments were adapted into Indonesian version, then a pilot study was conducted on 30 participants, followed by reliability test on the adapted measurement scale using Cronbach's alpha coefficient. The data collected from the survey were analyzed, and items were selected to test hypotheses of the study. Responses from subjects to each item were measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

Safety compliance was measured using instrument developed by Griffin and Neal (2000), consisting of seven items (α=0.888), example item says "I follow correct safety rules and procedures while carrying out my job". Safety culture was measured using the Safety Culture Scale (SCS) developed by Wu, Lin and Shiau (2010), which includes three dimensions (emergency response, risk perception, and employee safety participation) with a total of 12 items (α=0.888). To ensure all items on risk perception scale are directionally consistent for analysis, negative items in the dimension were reverse scored inverting the values across 6 point likert scale. An example of item says, "My collegues understand the safety emergency response." Mindful organizing was measured using the Mindful Organizing Scale developed by Vogus and Sutcliffe (2007), which consists of nine items (α=0.922) that assess individual perceptions of group dynamics in work contexts. The aspects measured include focus on potential failures, reluctance to simplify interpretations, sensitivity to operations, commitment to work resilience, and high regard for expertise. An example item from this scale, "When discussing emerging problems with co-workers we normally discuss what to look out for." and "We spend time identifying activities we do not want to go wrong."

Research data processing was carried out using JASP software version number 0.19.1.0. test initiated with testing data normality assumption, testing the reliability of the measurement tools, calculating the correlations between variables, and performing hypothesis testing utilizing Hayes Macro Process with model number 4.

RESULTS AND DISCUSSION

A total of 204 participant data was obtained, demographic analysis shows that the majority of participants are male, with an average age of 38 years (M=37.98; SD=8.81) and an education level of D4/S1. Most respondents have work experience ranging from 6-10 years (M=2.50; SD=1.33) and are employed under contract. The comparison of the number of participants working in support roles (admin) is 64 or 31%, while Operations Employees total 140 or 69% of the total participants.

operational and support categorization is based on the nature of the work, thereby operational includes surface mining workers, underground miners, ore smelting, concentrate processing operations, electrical workers, transportation operations, pipeline work, mining tunnel structure jobs, and safety rescue teams. Meanwhile, staff working in the fields of administration, public relations, human resources, and learning and development are classified as support.

Employees categorized as support are also included in data processing, considering that their presence can provide a more comprehensive understanding related to the safety culture in the organization. Although this support group is not directly involved in field activities that carry high safety risks, they play an important role and contribute directly to fostering a safety culture through decision-making, vigilance, safety system management, and communication of safety policies within the company. In details, gender, tenure, and age figures in the grouping and percentages are presented in Table 1, and the correlation values among the variables are presented in Table 2.

Demographic and Descriptive Result

Table 1. Participant Frequencies

	Frequency	Percentage(%)
Gender ; M=1.17 SD=0.38		
Male	168	82.35
Female	36	17.65
Age ; M=37.98 SD=8.81		
20-39 years old	122	59.80
40-64 years old	81	39.70
65 up	1	0.49
Education ; M=2.33 SD=1.07		
Highschool	72	35.29
Diploma	13	6.37
Graduate	97	47.55
Master Degree	22	10.78
Tenure ; M=2.51 SD=1.33		
1-5 years	57	27.94
6-10 years	60	29.41
11-15 years	38	18.62
16-20 years	25	12.26
21-25 years	24	11.77
Status ; M=1.44 SD=0.51		
Contract employee	116	56.86
Permanent Employee	86	42.17
Fresh Grad. Program	2	0.98
Division ; M=1.60 SD=0.49		
Operation	140	0.69
Support	64	0.31
Total	204	100

Source: Research Data

Table 2. Mean, Standard Deviation, and Correlation among study variables

Variable	Mean	SD	AGE	EDU	TENURE	DIV	MO	SCU	SCP
AGE	37.98	8.81	—						
EDU	2.33	1.07	0.12	—					
TENURE	2.51	1.33	**0.76*** **	0.13	—				
DIV	1.60	0.49	**-0.24*** **	-0.08	**-0.16***	—			
Mindful Organizing	38.40	5.35	0.01	-0.09	0.05	-0.04	—		
Safety Culture	51.57	6.01	0.05	-0.12	0.12	0.01	**0.69*** **	—	
Safety Compliance	30.35	4.73	**0.21****	0.09	**0.20****	-0.13	**0.37*** **	**0.43*** **	—

Note: Education Level (High school = 1; Diploma = 2; Undergraduate = 3; Master Degree = 4); TENURE (1-5 years = 1; 6-10 years = 2; 11-15 years = 3; 16-20 years = 4; 21 years and beyond = 5); DIV=Division (Operational = 1; support = 2); SCU=*Safety Culture*; SCP=*Safety* Compliance; MO=*Mindful Organizing*; *p<.05. **p<.01. ***p<.001

Source: Research Data

Hypotheses testing

The value of the path coefficient in the relationship between Mindful Organizing and safety compliance directly is 0.114 with a p-value of 0.137. This result indicates that the direct relationship between mindful organizing and safety compliance is not statistically significant ($p > 0.05$), thus H1 is not supported by the data. However, the indirect relationship of mindful organizing on safety compliance through safety culture shows significant results, with a

coefficient of 0.210 (p < 0.001). This indicates that the effect of mindful organizing on safety compliance is fully mediated by safety culture, thereby H2 is supported by the data.

Table 3. Path coefficients

					95% CI	
	β	SE	z	*p*	LL	UL
MO→SCP	0.114	0.077	1.485	0.137	-0.037	0.265
SCU→SCP	0.270	0.069	3.937	< .001	0.135	0.404
MO→SCU	0.777	0.057	13.681	< .001	0.666	0.889

Note. SCU=*Safety Culture*; SCP=*Safety* Compliance; MO=*Mindful Organizing*; Confidence intervals are percentile bootstrapped. Standard errors, *z* -values and *p* -values are based on the delta method.
Source: Research Data

Table 4. Direct and indirect effects

					95% CI	
	β	SE	z	*p*	LL	UL
MO→ SCP	0.114	0.077	1.485	.137	-0.037	0.265
MO→SCU →SCP	0.210	0.055	3.937	< .001	0.085	0.296

Note. SCU=*Safety Culture*; SCP=*Safety* Compliance; MO=*Mindful Organizing*; Confidence intervals are percentile bootstrapped. Standard errors, *z* -values and *p* -values are based on the delta method.
Source: Research Data

Table 5. Total effects MO→CMP

					95% CI	
	β	SE	z	*p*	LL	UL
Total	0.260	0.065	4.020	< .001	0.125	0.393
Total indirect	0.181	0.052	3.478	< .001	0.085	0.296

Note. SCU=*Safety Culture*; SCP=*Safety* Compliance; MO=*Mindful Organizing*; Confidence intervals are percentile bootstrapped. Standard errors, *z* -values and *p* -values are based on the delta method.
Source: Research Data

In addition, a significant effect of Mindful Organizing on Safety Culture was found (β=0.777; R2=0.478; p<0.001), indicating a significant relationship between the two, as well as a significant relationship between safety culture and safety compliance (β=0.270; R2=0.195; p<0.001), thus H2a and H2b are supported. The R^2 value of 0.478 in the relationship between mindful organizing and safety compliance indicates that mindful organizing explains 47.8% of the variability in safety culture. In this case, it can be said that mindful organizing plays a very important role in building a safety culture within PT X.

Findings in this study highlight that mindful organizing cannot directly generate compliance among employees. This suggests that active involvement in mindful organizing practices, such as collective awareness and proactive detection of threats, does not directly shape individual employees' willingness to comply with the safety norms enforced within the organization. On the other hand, mindful organizing practices strongly contribute to the establishment of a robust safety culture within the company and, in turn, facilitate employee compliance with safety norms and protocols. This aligns with the perspective that organizational safety behaviors emerge from well established cultural foundation rather than merely from procedural enforcement (Kilcullen et al., 2022).

These findings underscores the crucial role of safety culture in bridging mindfull organizing with safety compliance. Organizations that actively detect soft details of threats and potential hazards also foster collective coordination in risk mitigation create an environment where safety is embedded in daily operations (Renecle et al., 2020; Vogus & Rerup, 2018). In other word, implementation of mindful organizing enhances shared understanding and stronger commitment among all employees for prevailing safety culture, which in turn facilitates employees adherence toward safety norms and procedure. Without a robust safety culture, the impact of mindful organizing on safety compliance would remain insignificant. This finding reinforces the argument that safety culture serves as a key driver of compliance behaviors in high-risk industries such as underground mining (Hammond et al., 2023; Ismail et al., 2021; Rahim et al., 2024). In practical terms, PT. X must prioritize cultivating a strong safety culture to ensure employees' compliance with safety norms. This can be achieved by embedding safety as a fundamental organizational assumption, wherein operational excellence is equated with safe practices rather than merely production achievements (Him et al., 2023).

When safety in work operations is valued as highly as how achievement by production valued, workers assume that everyday operation success is not solely based on meeting excavation targets, which often provokes risky behavior or deviation from safety norms. By ensuring that workers internalize safety as a top priority in mining operations, workers then prioritize compliance with safety norms as well in pursuing production results. To achieve this, regular safety training inside PT X should be implemented, focusing on enhancing collective vigilance, situational awareness, and team-based hazard monitoring.

The main characteristics of mindful organizing are to prioritize employee alertness and accustom employees workflow to anticipate the smallest possible errors in work operations. By setting a mindset that any small deviation happened inside work operation if not noticed and reported can result in bigger work incidents. This mechanism encourages employee to anticipate worse scenarios and appreciate safety norms that guarantee their work security. Slowly builds stronger norms, beliefs, and assumptions for more robust culture of work safety in the organization. PT X also need to encourage proactive safety discussions within work teams, that can help reinforce mindful organizing practices. This way enables safety precautions as a habit and embedded aspect of daily operations that lead to stronger safety culture, which in turn boosts adherence to safety protocols (Bisbey et al., 2021).

This study contributes to the literature on organizational safety by empirically demonstrating the full mediation of safety culture in the relationship between mindful organizing and safety compliance. While previous studies have examined the individual effects of these constructs, the current research provides a nuanced understanding of how mindful organizing translates into behavioral compliance through cultural reinforcement. This adds to existing theories on high-reliability organizations (HROs) and safety climate by emphasizing that safety-oriented mindfulness must be institutionalized in organizational culture to drive behavioral adherence toward safety norms (Cantu et al., 2020; Curcuruto et al., 2024; Martínez-Córcoles & Vogus, 2020).

Moreover, the role of leadership in reinforcing the link between mindful organizing and safety compliance cannot be overlooked. Transformational and servant leadership styles, which emphasize ethical behavior, employee well-being, and proactive engagement, have been shown to strengthen organizational safety culture (T. Wu et al., 2022). Future research may explore how safety-specific leadership behaviors moderate the relationship between mindful organizing and compliance, considering that leadership commitment significantly shapes employee safety perceptions as proven in other research recently (Fruhen et al., 2022).

Another avenue for future research is examining the role of psychological safety in enabling open communication about risks. Psychological safety, defined as employees' perception that they can speak up about concerns without fear of punishment, is a critical component of safety performance (Naji et al., 2021). Studies suggest that workplaces with high

psychological safety encourage employees to report near-miss incidents and share safety concerns, further strengthening mindful organizing (Mirza et al., 2022). Therefore, incorporating psychological safety into future models may provide additional insights into the mechanisms linking mindful organizing, safety culture, and compliance. Additionally, given the cross-sectional nature of this study, a longitudinal approach should be considered to capture the reciprocal dynamics between mindful organizing and safety culture over time.

From methodological perspective, this study identifies that the model, which includes mindful organizing and safety culture, explains only 19.5% of the variance in safety compliance. This suggests that other variables potentially play additional role in shaping comprehensive compliance behavior. Future research should explore multi-level influences, including organizational-level factors (e.g., safety leadership, management commitment), group-level dynamics (e.g., team cohesion, psychological safety), and individual-level factors (e.g., safety knowledge, risk perception, personal commitment) (Bisbey et al., 2021; Cantu et al., 2020; Kilcullen et al., 2022) altogether.

CONCLUSION

In sum, this study reaffirms the importance of safety culture as a critical enabler of compliance, demonstrating that mindful organizing alone is insufficient to drive adherence to safety norms. Organizations must strategically integrate mindful organizing principles with cultural reinforcement efforts to sustain high levels of safety compliance. These findings provide practical insights for companies operating in high-risk environments, emphasizing the need for a systemic approach to workplace safety that aligns organizational mindfulness with cultural transformation.

REFERENCE

Ali, M., & Pal, I. (2022). Assessment of workers' safety behavior in the extractive industries: The case of underground coal mining in Pakistan. *Extractive Industries and Society*, *10*(January). https://doi.org/10.1016/j.exis.2022.101087

Bisbey, T. M., Kilcullen, M. P., Thomas, E. J., Ottosen, M. J., Tsao, K. J., & Salas, E. (2021). Safety Culture: An Integration of Existing Models and a Framework for Understanding Its Development. *Human Factors*, *63*(1), 88–110. https://doi.org/10.1177/0018720819868878

BP Accident Report. (2010). Deepwater Horizon Accident Investigation Report. *Internal BP Report*, 1–192. http://www.bp.com/liveassets/bp_internet/globalbp/globalbp_uk_english/incident_response/STAGING/local_assets/downloads_pdfs/Deepwater_Horizon_Accident_Investigation_Report.pdf

Cantu, J., Tolk, J., Fritts, S., & Gharehyakheh, A. (2020). High Reliability Organization (HRO) systematic literature review: Discovery of culture as a foundational hallmark. *Journal of Contingencies and Crisis Management*, *28*(4), 399–410. https://doi.org/10.1111/1468-5973.12293

Curcuruto, M., & Griffin, M. A. (2023). Upward safety communication in the workplace: How team leaders stimulate employees' voice through empowering and monitoring supervision. *Safety Science*, *157*(July 2022), 105947. https://doi.org/10.1016/j.ssci.2022.105947

Curcuruto, M., Renecle, M., Gracia, F., Morgan, J. I., & Tomas, I. (2024). Improving workplace safety through mindful organizing: participative safety self-efficacy as a mediational link between collective mindfulness and employees' safety citizenship. *Journal of Risk Research*, *27*(1), 85–107. https://doi.org/10.1080/13669877.2023.2293043

Dodoo, J. E., Surienty, L., & Al-Samarraie, H. (2023). The influence of learning-oriented leadership for promoting future-directed workplace safety in the mining industry. *Safety Science*, *159*(October 2022), 106010. https://doi.org/10.1016/j.ssci.2022.106010

Fruhen, L. S., Andrei, D. M., & Griffin, M. A. (2022). Leaders as motivators and meaning makers: How perceived leader behaviors and leader safety commitment attributions shape employees' safety behaviors. *Safety Science*, *152*(January 2021), 105775.

https://doi.org/10.1016/j.ssci.2022.105775
Griffin, M. A., & Neal, A. (2000). Perceptions of safety at work: a framework for linking safety climate to safety performance, knowledge, and motivation. *Journal of Occupational Health Psychology*, *5*(3), 347–358. https://doi.org/10.1037/1076-8998.5.3.347
Hammond, D. M., King, A. L., Joe, M., & Miller, J. R. (2023). Understanding the relationship between safety culture and safety performance indicators in U.S. nuclear waste cleanup operations. *Safety Science*, *166*(June), 106241. https://doi.org/10.1016/j.ssci.2023.106241
Him, N. F. N., Amirah, N. A., Ismail, W. N. A. T., & Abdullah, T. N. Z. T. (2023). Assessment of Safety Management Attitude Practices Toward the Safety Culture of the Construction Sector. *Planning Malaysia*, *21*(1), 12–23. https://doi.org/10.21837/PM.V21I25.1220
International Labour Organization. (2021). *Improving the Safety and Health of Young Workers (Meningkatkan Keselamatan dan Kesehatan Pekerja Muda)* (Issue April). http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/presentation/wcms_627851.pdf
Ismail, S. N., Ramli, A., & Aziz, H. A. (2021). Influencing factors on safety culture in mining industry: A systematic literature review approach. *Resources Policy*, *74*(January), 102250. https://doi.org/10.1016/j.resourpol.2021.102250
Kilcullen, M. P., Bisbey, T. M., Ottosen, M. J., Tsao, K., Salas, E., & Thomas, E. J. (2022). The Safer Culture Framework: An Application to Healthcare Based on a Multi-Industry Review of Safety Culture Literature. *Human Factors*, *64*(1), 207–227. https://doi.org/10.1177/00187208211060891
Martínez-Córcoles, M., & Vogus, T. J. (2020). Mindful organizing for safety. *Safety Science*, *124*(January), 1–5. https://doi.org/10.1016/j.ssci.2020.104614
Maulidin, M. A. (2025). *Lima Ribu Lebih Kecelakaan Kerja Terjadi di Indonesia Selama 3 Bulan Pertama 2025 Penegakan hukum perlu dilakukan secara tegas dengan menggabungkan pendekatan persuasif dan sanksi tegas.* Isafety Magazine. https://isafetymagazine.com/lima-ribu-lebih-kecelakaan-kerja-terjadi-di-indonesia-selama-3-bulan-pertama-2025/
Mazzetti, G., Valente, E., Guglielmi, D., & Vignoli, M. (2020). Safety Doesn't Happen by Accident: A Longitudinal Investigation on the Antecedents of Safety Behavior. *International Journal of Environmental Research and Public Health*, *17*(4332), 1–13.
Mezentseva, A., Gracia, F. J., Silla, I., & Martínez-Córcoles, M. (2023). The role of empowering leadership, safety culture and safety climate in the prediction of mindful organizing in an air traffic management company. *Safety Science*, *168*(September). https://doi.org/10.1016/j.ssci.2023.106321
Ministry of Energy and Mineral Resource. (2024). *Siaran Pers Kementrian ESDM : K3 di Sektor Migas merupakan Komitmen Bersama untuk Menjamin Keselamatan dan Kesehatan Pekerja*. https://www.esdm.go.id/id/media-center/arsip-berita/k3-di-sektor-migas-komitmen-bersama-untuk-menjamin-keselamatan-dan-kesehatan-pekerja
Ministry of Energy and Mineral Resource. (2025). *Investigasi Kebakaran Smelter Freeport Tuntas, Ini Hasilnya*. CNBC Indonesia. https://www.cnbcindonesia.com/news/20250217084607-4-611105/investigasi-kebakaran-smelter-freeport-tuntas-ini-hasilnya
Ministry of Manpower. (2024). *Ketenagakerjaan dalam Data 2024*.
Mirza, M. Z., Isha, A. S. N., Memon, M. A., Azeem, S., & Zahid, M. (2022). Psychosocial safety climate, safety compliance and safety participation: The mediating role of psychological distress. *Journal of Management and Organization*, *28*(2), 363–378. https://doi.org/10.1017/jmo.2019.35
Naji, G. M. A., Isha, A. S. N., Mohyaldinn, M. E., Leka, S., Saleem, M. S., Rahman, S. M. N. B. S. A., & Alzoraiki, M. (2021). Impact of safety culture on safety performance; mediating role of psychosocial hazard: An integrated modelling approach. *International Journal of Environmental Research and Public Health*, *18*(16). https://doi.org/10.3390/ijerph18168568
National Comitee Of Transportation Safety. (2007). *"Laporan Akhir KNKT Penyelidikan Kecelakaan Pesawat Boeing 737 Garuda Indonesia GA200 di Yogyakarta*. Kementrian Perhubungan Indonesia. https://dephub.go.id/post/read/Laporan-Akhir-KNKT-Penyelidikan-Kecelakaan-Pesawat-Boeing-737-Garuda-Indonesia-GA200-di-Yogyakarta-tanggal-7-Maret-2007915
Rahim, H., Dapari, R., Che Dom, N., & Mohd Noor, M. I. (2024). Decoding stakeholder priorities of

safety culture preferences in the oil and gas industry. *Scientific Reports*, *14*(1), 1–15. https://doi.org/10.1038/s41598-024-71294-6

Renecle, M., Tomás, I., Gracia, F. J., & Peiró, J. M. (2020). Spanish validation of the mindful organizing scale: A questionnaire for the assessment of collective mindfulness. *Accident Analysis and Prevention*, *134*(August 2019), 105351. https://doi.org/10.1016/j.aap.2019.105351

Saleem, M. S., Isha, A. S. N., Yusop, Y. M., Awan, M. I., & Naji, G. M. A. (2021). Agility and safety performance among nurses: The mediating role of mindful organizing. *Nursing Reports*, *11*(3), 666–679. https://doi.org/10.3390/NURSREP11030063

Sugiyono, P. D. (2019). Metode Penelitian Pendidikan (Kuantitatif, Kualitatif, Kombinasi, R&d dan Penelitian Pendidikan). In *Metode Penelitian Pendidikan*.

Timothy J. Vogus, PhD,* and Kathleen M. Sutcliffe, P. (2007). 00005650-200701000-00007.Pdf. *Medical Care*, *45*(1), 46–54. http://graphics.tx.ovid.com.ezproxy.library.unlv.edu/ovftpdfs/FPDDNCMCKEDPMF00/fs046/ovft/live/gv023/00005650/00005650-200701000-00007.pdf

Vogus, T. J., & Rerup, C. (2018). Sweating the "small stuff": High-reliability organizing as a foundation for sustained superior performance. *Strategic Organization*, *16*(2). https://doi.org/10.1177/1476127017739535

Wang, Z., Jiang, Z., & Blackman, A. (2024). Why and when do emotionally intelligent employees perform safely? The roles of thriving at work and career adaptability. *Applied Psychology*, *73*(2), 723–747. https://doi.org/10.1111/apps.12497

Wu, T. C., Lin, C. H., & Shiau, S. Y. (2010). Predicting safety culture: The roles of employer, operations manager and safety professional. *Journal of Safety Research*, *41*(5), 423–431. https://doi.org/10.1016/j.jsr.2010.06.006

Wu, T., Wang, Y., Ruan, R., & Zheng, J. (2022). Divergent effects of transformational leadership on safety compliance: A dual-path moderated mediation model. *PLoS ONE*, *17*(1 1), 1–17. https://doi.org/10.1371/journal.pone.0262394

Xue, Y., Fan, Y., & Xie, X. (2020). Relation between senior managers' safety leadership and safety behavior in the Chinese petrochemical industry. *Journal of Loss Prevention in the Process Industries*, *65*(August 2019), 104142. https://doi.org/10.1016/j.jlp.2020.104142

Yeboah, M. A., Kalvei, M., Ansong, L. O., & Ansong, A. (2024). Responsible leadership and workplace safety: do safety culture and safety motivation matter? *Asia-Pacific Journal of Business Administration*. https://doi.org/10.1108/APJBA-05-2023-0207