

## Leading transformational change: Leveraging culture to create safe, healthy, and respectful workplaces

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### ABSTRACT

As a key player in the infrastructure sector, the organization's dedication to Occupational Safety and Health (OHS) is exemplified by the Corporate Life Saving Rule (CLSR) and various promotional activities, including the SHE Learn & Share Series SIG, commonly referred to as "SELARAS." SELARAS, a significant component of the promotional efforts, features prominent representatives from the top management of all company entities delivering impactful messages regarding the importance of OHS compliance. This study aimed to explore management statements contained in the SELARAS 2024 activities as a discourse that has the power to influence employees to present a safe, healthy, and respectful workplace environment. The research method used in this study is qualitative with Van Dijk's critical discourse analysis. The data collection process, as conveyed by top management representatives in the 2024 SELARAS activities, was analyzed using critical discourse, which includes text analysis, social context, and social cognition through cultural dimensions. The result of the study explains that the messages contained in the SELARAS documentation describe the values, beliefs, and assumptions of the organization in all cultural dimensions in building a healthy, safe, and respectful workplace. This study shows the practical efforts of top management discourse in the SELARAS program to convey organizational values and foster a positive safety culture, aligning with the organization's commitment to OHS excellence and respectful workplace policies.

**Keywords:** Cultural dimensions; critical discourse analysis; occupational health and safety; safety campaign; SELARAS

### *Kepemimpinan transformational: Memanfaatkan budaya untuk menciptakan ruang kerja aman, sehat, saling menghargai*

### ABSTRAK

Sebagai salah satu perusahaan yang bergerak di bidang infrastruktur komitmen Keselamatan dan Kesehatan Kerja (K3) diwujudkan dengan hadirnya Corporate Life Saving Rule (CLSR) dan berbagai bentuk kegiatan promosi dan kampanye K3 salah satunya dalam bentuk sharing knowledge yang dibungkus dalam kegiatan yang diberi nama dengan SHE learn & share series SIG yang juga dikenal dengan "SELARAS". SELARAS sebagai bagian dari tindakan promosi yang diwarnai dengan hadirnya keteladanan perwakilan para manajemen puncak dari seluruh entitas grup perusahaan secara bergantian membawa pesan-pesan khusus atas pentingnya implementasi K3. Penelitian ini bertujuan untuk menelusuri pernyataan manajemen yang terdapat pada rangkaian kegiatan selaras 2024 sebagai sebuah wacana yang memiliki kekuatan dalam mempengaruhi karyawan dalam upaya menghadirkan ruang kerja yang aman, sehat dan saling menghargai. Metode penelitian yang digunakan dalam penelitian ini adalah kualitatif dengan pendekatan analisis wacana kritis dari Van Dijk. Proses pengumpulan data yang terdapat dalam pesan-pesan yang disampaikan oleh perwakilan manajemen puncak dalam dokumentasi kegiatan SELARAS 2024 ditelusuri dengan analisis wacana kritis yang meliputi analisis teks, konteks sosial dan kognisi sosial melalui dimensi budaya. Hasil penelitian menjelaskan pesan-pesan yang terdapat dalam dokumentasi selaras menggambarkan nilai, keyakinan dan asumsi dari organisasi pada seluruh dimensi budaya dalam membangun ruang kerja yang sehat, aman dan saling menghargai. penelitian ini menunjukkan usaha efektif wacana manajemen puncak dalam program selaras menyampaikan nilai-nilai organisasi dan memupuk budaya keselamatan yang positif, selaras dengan komitmen organisasi terhadap keunggulan K3 dan kebijakan saling menghargai di tempat kerja.

**Kata-kata kunci:** Analisis wacana kritis; dimensi budaya; keselamatan dan kesehatan kerja; kampanye keselamatan; SELARAS

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## INTRODUCTION

The implementation of Occupational Safety and Health (OHS) contribute significantly to organization (Kapusta et al., 2018). Study shows that the consistent implementation of OHS measures can reduce workplace accidents (Y. Kim et al., 2016) and boost productivity (Ayu et al., 2021). PT Semen Indonesia (Persero) Tbk., as part of a state-owned company, is committed to build sustainable growth by fostering values in providing a healthy and safe workspace for all stakeholders.

Various company efforts in building a safety culture are evident in the creation of policies and commitments from stakeholders regarding the implementation of OHS, OHS training, safety pauses, the celebration of OHS month, the OHS reporting system, and the promotion and campaign of Safety Health Environment (SHE) through learning and sharing that involves top management and experts. In the contemporary organizational landscape, communication plays a crucial role in shaping safety culture and organizational values (Naji et al., 2022). The implementation of Occupational Safety and Health (OHS) is not only a matter of policy but also a strategic communication process that reflects the organization's commitment to employee well-being (Fadhel & Alqurs, 2025; Felsen, 2024; Zara et al., 2023). Communication

both verbal and nonverbal serves as a vehicle through which top management conveys norms, values, and expectations.

The challenges companies face in implementing OHS can arise from various factors, such as employee behavior, supervision, regulations and procedures, and the involvement of company leaders in promoting safety-related impacts in the workplace (Zhao et al., 2022). Leader involvement is a critical element in building a safety culture, where leader behavior and interaction patterns with the team consistently have a significant impact on OHS in the company (Gracia et al., 2020; Sadiq, 2020). Interaction between leaders and employees in OHS can be conducted through safety promotion involving a series of activities designed to improve employee OHS and productivity performance. In this context, safety promotion functions as an activity that prioritizes direct employee involvement to increase sensitivity to OHS (Tang, 2025). Furthermore, the purpose of the activity is also expected to enhance awareness and knowledge that shape employee attitudes toward a healthy, safe, and positive lifestyle (Basahel, 2021). Safety promotion that is utilized optimally will significantly impact workers' ability to habitually act safely and healthily in the workplace. On the other hand, it improves physical fitness and morale or spirit of workers to act positively so that work

productivity can be well achieved.

The policy of “Respectful Workplace,” which is an initiative of the Ministry of SOEs to bring a distinctive nuance to the transformation within the Semen Indonesia Group. Since the policy was issued, there have been several policies, programs, and facility improvements for building an inclusive working climate. The form of commitment and seriousness of management within the company can be seen from the construction of special facilities needed by female employees, such as a room for adjustment, providing scholarships, fulfilling female and millennial talents, performance and career management policies, and various other initiatives programs that focus on implementing a safety culture. Transformation of business systems and processes that respect diversity and the importance of occupational safety and health is also part of management’s efforts to improve employee wellbeing and employee branding in creating comfort for optimal and maximum work, consistently striving to enhance knowledge and innovation that has an impact on increasing productivity and providing benefits to the community and all stakeholders.

In creating a climate and culture that upholds the creation of a healthy, safe, and respectful workspace, the communication process is the most important point, especially in how the role of management in conveying various

policies through both verbal and non-verbal messages continuously and sustainably shape employee behavior (T. Kim & Gausdal, 2017; Zuofa & Ocheing, 2017). A change starts from leadership, where leaders must be consistent and can be role model, make the right decisions, communicate the right information and have a good K3 vision. Management commitment needs to be described in concrete form to meet the applicable provisions for K3 management (Basahel, 2021). First, real management actions in the field that show concern for K3 aspects in activities. Second, the determination and attitude of management are conveyed through direction and meetings in the company organization routine activities, such as knowledge sharing specifically focused on building a monthly safety culture continuously, are a form of management’s concern and commitment to create a healthy and safe workspace for all employees. The idea packaged in the form of learning is known as “SELARAS,” which stands for SHE Learn & Share Series SIG. This activity is part of knowledge management and social learning. It has been held since 2023 as a follow-up to establishing the Corporate Life Saving Rule (CLSR) and the Safety Golden Rule commitment in the company’s internal environment.

The presence of management in the company’s knowledge-sharing activities

as an informal communication medium provides space for evaluation and evidence of seriousness in providing real examples of how leaders' roles in communicating a commitment to build safety culture contribute to sustainable company improvement and growth (Adi et al., 2020; Lافraia & Dias, 2024). In 2024, SELARAS activities began after the closing of the National OHS Month celebration by focusing on espoused values, which include oral and written statements adopted by internal parties, especially regarding the values and attitudes of all stakeholders toward OHS in the company. A series of SELARAS activities were carried out online by the SHE and knowledge management functions, inviting all employees and top management levels.

The SELARAS 2024 activities consist of five series of activities involving top management levels within the company group and subject matter experts from external companies. The SELARAS learning sessions comprised of the following four themes: "Occupational Health & Industrial Hygiene Management" in May 2024, "Emergency Management" in June 2024, "Psychological Safety" in July 2024, "Implementation of CLSR #2: "Fit to Work"" in August 2024, and "Implementation of CLSR #18: Radiation Hazards" in November 2024. In the context of the organization, SELARAS activities are part of safety promotion, which

serves as a forum for interaction between management and employees.

The pattern of interaction and communication implies a relationship between communication and power; this relationship can be interpreted as the communication process is almost never equal or free from hierarchy (Dai et al., 2022; Gallois et al., 2018; Noyes, 2022). Roles and status in the organization become secondary dimensions that emphasize the dynamic communication patterns. The direct involvement of management in the learn-and-share forum emphasizes how power is used to direct all stakeholders, including employees, that safety is our priority, along with the reasons of safety success is an important point that must be achieved by the organization.

The SELARAS 2024 activity was attended by all employees from all entities within the company's internal group. With an online learning model, the learning session was conducted with an opening speech delivered directly by management representatives from various internal entities of the company's group. Collaboration between the Human Capital and SHE functions is a form of company support in strengthening safety that can reach all employees and stakeholders in the company. Learning and sharing in its implementation are also documented in the form of recorded posts on the "Viva Engage" channel, which is

the company's internal social media (enterprise social networking) so that employees who are unable to attend can follow along and gain the same understanding regarding the shared knowledge provided. The term SELARAS has become a critical discourse on how the planned values and beliefs, as an effort to build a safe environment for a safety culture, become an understanding and meaning of synergy in achieving company goals.

The role of communication in the success of safety programs is particularly emphasized in initiatives such as the Safety, Health, and Environment (SHE) campaign. In this context, top management's involvement in communication efforts, such as the SELARAS activities, reflects how strategic internal communication can promote a culture of safety, drive engagement, and influence employees' safety behaviors. Through effective internal communication, employees are more likely to internalize organizational values and demonstrate behaviors that align with safety norms. This dynamic highlights the integral role of communication management in creating an organizational culture that prioritizes safety, health, and mutual respect in the workplace.

Leadership and OHS can be seen from the concept of safety leadership, especially in terms of the extent to which the leader's role is in defining the desired conditions and targets, as

well as efforts to promote equality values (D. Cooper, 2015) and a safety focus for companies and individuals (Donovan et al., 2018). Furthermore, the study explains that aspects of attitude, leadership style, and the real actions of a leader become characteristics of safety leadership that aid the change management process in increasing OHS performance productivity (Zhao et al., 2022). Since its establishment in 1957, PT Semen Indonesia (Persero) Tbk. has undergone various transformations, such as the acquisition of several cement-making companies in Indonesia and the designation of Semen Gresik as a strategic holding in 2013. Restructuring within the company sometimes becomes a problem in the development and transformation process, so good control from the holding company can produce effective synergy in the company's progress (Judhanto, 2018). In the OHS promotion activities through SELARAS within the company group, the involvement of management representatives in all company group entities indicates a discourse on equality in espoused values and beliefs about the foundations of shared beliefs in building a climate and culture and a safe and mutually respectful workplace.

The process of implementing safety in a company can be portrayed in how the organizational culture is implemented, especially the perceptions, assumptions, values,

norms, and beliefs inherent in certain groups (Fernando et al., 2020). Edwards et al. (2013) emphasized the concept of national culture as a way to understand organizational culture, particularly in the implementation and climate of occupational safety. Hofstede et al. (2010) described six dimensions of culture that vary in an organization as forms of values, beliefs, and attitudes in the context of the organization and community life. The Cultural aspects such as power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance all influence the relationship between national culture and stakeholders' engagement in SELARAS 2024 activities. Each dimension represents various conditions that contribute to the distinctiveness of a culture.

The relationship between culture and safety has been studied in several previous studies. Although these studies did not focus on internal communication or discourse as in the study by Yorio et al. (2019), who used quantitative techniques to study safety culture in different national contexts, they did not investigate the function of leadership communication. In the context of safety communication, these studies have not integrated discourse analysis with cultural dimensions, although they highlight the importance of culture and communication. Integration of Van Dijk's critical discourse

analysis and Hofstede's cultural dimensions to analyze safety communication in a real organizational setting. It is one of the first studies to critically investigate how top management's discourse in an OHS campaign (SELARAS 2024) embodies power, ideology, and cultural values to influence employee behavior in a Southeast Asian corporate context. Culture influences action by shaping skills, habits and styles through which people construct meaning (Osobajo et al., 2023). In the SELARAS 2024 activity, a set of values, beliefs, and attitudes can direct how organizational boundaries and the alignment of various normative strategies, such as procedures and socialization of OHS, have meaning and messages conveyed through the exemplary behavior of management representatives.

Critical discourse analysis in a series of documentation of SELARAS 2024 activities aims to trace various statements from management representatives contained in each series of activities. Grounded in Van Dijk's Critical Discourse Analysis (CDA) and supported by Hofstede's cultural dimensions, this study investigates how leadership discourse during the SELARAS 2024 sessions operates within a broader social and organizational context. The study aims to explore how communication practices reflect and shape organizational identity also safety behaviors.



This discourse can influence employees, especially in understanding the messages and writings contained in the activities to achieve specific goals. The focus of critical discourse analysis in the SELARAS 2024 event aims to emphasize safety culture through the cultural dimension of the values and beliefs built into providing a safe, healthy, and mutually respectful workspace in achieving a sustainable company, thus contributing to employees and stakeholders.

## RESEARCH METHOD

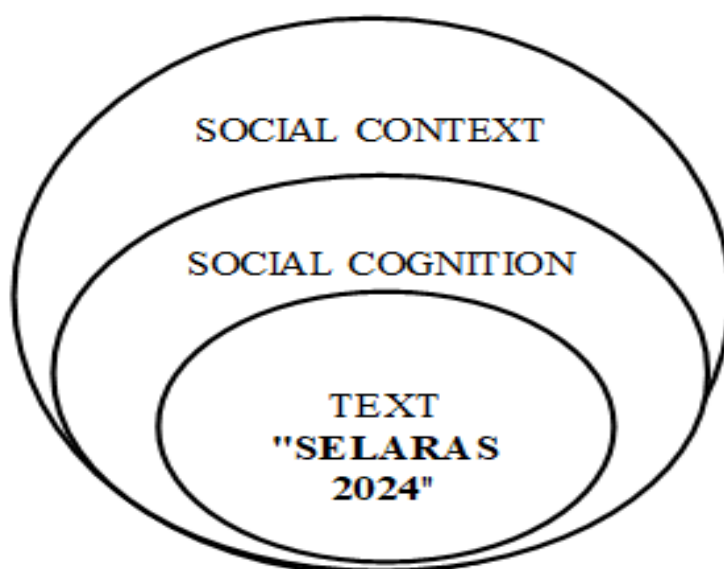
This study uses a qualitative method with a critical discourse analysis (CDA) approach based on the Van Dijk Model, which emphasizes efforts to analyze social reality by certain groups in achieving desired goals (Manullang et al., 2024). The data collection process utilized documentation in the form of recorded data on five SELARAS activities during 2024, which are available on the internal social media “viva engage.” The analysis involved processing recordings of welcoming speeches given by management representatives from all internal entities of the company group at the beginning and end of each activity. The formed analysis can then be influenced by various factors that can be realized. Behind the discourse in a series of SELARAS 2024 activities are desired meanings and perspectives, as well as interests

that are being fought for.

The data analysis technique used in this study is the content analysis technique to identify hidden messages in discourse or text (Ningrum et al., 2024). Research in the form of discourse analysis cannot conclude that text is an empty area; instead, it is a small component of the large structure of society (Yuri et al., 2020). Based on Van Dijk’s critical discourse analysis approach, the cognitive factor is an essential element in discourse production, which includes the social cognitive process. According to Van Dijk’s Model, discourse analysis does not only analyze text but analyzes how a text is produced comprehensively (Ningrum et al., 2024).

In the Van Dijk model, discourse analysis is based on three dimensions consisting of the text dimension, which is a general theme in each SELARAS activity. Further text analysis is seen from three levels: the macrostructure, which contains general meanings that emerge based on the topics of a series of SELARAS activities; the second superstructure, which explains the scheme of a text; and the microstructure, which contains texts that have local meanings from small parts, such as words, sentences, and other language cues occurred in the texts.

The next stage of analysis, namely the social context dimension, emphasizes the background and purpose of each SELARAS activity, as well as the final analysis of the social



Source: Research Method, 2024

**Figure 1 Van Dijk's model of CDA**

cognition dimension, which highlights the author's thinking. In this case, the management representative forms a text and explores how the text impacts the discourse that develops in the organization. This discourse contains aspects of knowledge, opinion, attitude, and ideology. The interpretation process regarding the aspects of knowledge, opinion, and ideology in SELARAS activities will be analyzed through Hofstede et al.'s (2010) six dimensions of culture to evaluate the messages constructed in the three aspects describing efforts to create a safe, healthy, and mutually respectful workspace as a series of safety promotions.

## RESULTS AND DISCUSSION

The safety culture development model in each organization has differences, depend on the conceptual model used. The program

is systematically arranged over a long period (M. D. Cooper, 2000). The safety culture development program, through a leadership approach (exemplary in safety), is a continuous effort carried out by management, Human Capital, and SHE functions in supporting the implementation of OHS by involving all entities within the company's internal group.

SELARAS 2024 activities, as a form of promotive action, are a means of sharing knowledge to improve the quality of mindset and awareness in maintaining the health and safety of employees and the company. Edwards et al. (2013) emphasize that national culture (cultural dimension) is very important in refining the theory of organizational safety culture, where the culture of an organization can influence the value of the organization's safety culture.



The concept of national culture in the study Hofstede et al. (2010) is defined as collective mind programming that can differ according to specific groups. Starting with the definition, there are six important cultural dimensions: individualism versus collectivism, power distance, uncertainty avoidance, masculinity versus femininity, long-term versus short-term orientation, and indulgence versus restraint. The six cultural dimensions will be explored based on the three aspects of the critical discourse analysis model constructed through the five SELARAS 2024 documented activities listed in Table 1.




The results of this study affirm that the communication processes initiated by top management through the SELARAS documented activities function as more than knowledge-sharing events—they are discursive acts that carry ideological and cultural weight. The documentation of these activities reveals that management strategically uses communication to construct shared meanings around OHS, promote alignment with corporate values, and establish behavioral norms. The macrostructural text analysis of the SELARAS activities documentation shows that the main theme of each activity is the synergistic implementation of OHS and CSR commitments across all entities within the company group. The OHS implementation within the five SELARAS

series underscores the shared interest in risk mitigation, as communicated through various activities presented by different group entities involved in the SELARAS series.

At the superstructural analysis phase of discourse, it is essential to adopt a systematic approach to understanding the components expressed in the five SELARAS series activities. This division, illustrated through a schematic representation, aims to unveil the latent elements, thereby elucidating the messages embedded in the text (Yorio et al., 2019). The documentation of the SELARAS series is articulated through a sequence of promotive actions, commencing with SELARAS #1, as outlined in Table 1. This event features representatives from the holding company's top management, symbolizing the majority authority within a single corporate group entity.

The inclusion of female management representatives exemplifies diversity. It serves as a model of behavior; encapsulating OHS implementations and acknowledging the critical roles of female leaders in the company's strategic initiatives. Furthermore, the text analysis built by the SELARAS #1 documentation shows that various OHS function efforts do not only focus on work accidents but also on employee health aspects. OHS as part of its commitment to implement CLSR, also targets employee health protection and efforts to examine the

**Table 1: Five documented activities**

Theme	Description
SELARAS#1: Occupational Health & Industrial Hygiene Management	
SELARAS#2: Manajemen Keadaan Darurat	
SELARAS#3: "Psychological Safety"	

#### SELARAS#4: Implementasi CLSR#2 “Fit to Work”



#### SELARAS#5: Implementasi CLSR#18: Bahaya Radiasi



Source: Research Result, 2024

influence of work environment conditions on employee health so that employees are able to work productively and efficiently.

In SELARAS#2 documentation, representative of OHS role models through subsequent leadership discuss efforts that can be made in Emergency Management (MKD). MKD aims to ensure critical situation readiness, which impacts minimizing financial and operational losses, as well as accelerating post-crisis recovery and business resilience. In

addition, the content of the message conveyed in the MKD includes the development of skills and knowledge that can help employees become more sensitive and ready to face situations in various unexpected situations, where they act as representatives of society and organization, promoting the benefits of the surrounding environment.

In SELARAS#3, the representation was demonstrated through exemplary safety leadership that supports freedom of expression

for the benefit of the group. Discussion on psychological safety turns into a forum that allows freedom of speech while considering risk. In addition, SELARAS#3 encourages a mutually respectful work environment by avoiding gender and sex discrimination in generating innovation for the company.

The subsequent phase of superstructure analysis in the SELARAS #4 and SELARAS#5 explains the CLSR commitment as a guideline for all employees to create a healthy, safe and respectful workplace. According to the SELARAS#4 text analysis, fatigue and fit to work are components of ongoing efforts to realize OHS, which starts from self-awareness to be able to live and improve abilities. This process begins with self-awareness, enabling individuals to enhance and develop their capabilities. Conversely, SELARAS#5 discusses the potential hazards that may arise in the workplace, particularly those related to radiation exposure. Consequently, a thorough understanding of these risks and effective mitigation strategies are imperative to prevent more severe consequences. Fostering a culture of attention and enthusiasm towards implementing OHS is essential for positively impacting the company's sustainability and overall performance.

The subsequent analytical stage examines the social context that outlines the reality and

backdrop of the discourse encapsulated in the documentation of the SELARAS series of activities. Analyzing the motivations and contexts surrounding all SELARAS activities can elucidate the interpretative direction of the texts involved, particularly in discussions regarding the types of promotive actions within the organization. These discussions fundamentally revolve around the motivations that serve as the impetus for program organization (Syaputra et al., 2024).

The SELARAS 2024 activities are rooted in a series of routine initiatives conducted over the past two years, specifically following the commemoration of the National OHS Month in 2024, which carries the theme: "Cultivate OHS, Healthy, and Safe at Work, Maintain Business Continuity." Within the organization, the design of OHS promotional activities for SELARAS 2024 incorporates the involvement of representatives from top management across all entities. This collaborative approach not only fosters knowledge sharing but is also instrumental in enhancing preparedness for emergency situations, thereby mitigating potential losses.

The participation of female leaders among these top management representatives underscores the significance of diversity and the enhancement of solidarity as essential components of aligning the CLSR

commitments, thereby establishing a priority for all stakeholders within the organization. Respect for diversity is exemplified by the supportive framework that emerges from the opening remarks delivered by leaders from the parent company during the SELARAS #1 session. Several studies assert that establishing an inclusive climate within an organization can arise from adopting practices that significantly influence employee perceptions regarding organizational values (Men et al., 2023; Nair & Muthuvelayutham, 2024).

The next stage of analysis is framed through the lens of social cognition, which encompasses the interpretation of knowledge, opinions, attitudes, and ideologies within the context of the five series of SELARAS 2024 activities. According to Hofstede et al. (2010), values in a company are articulated through formal statements that outline the expected behaviors, serving not as individual preferences but as ideologically grounded principles. The components of organizational structure, safety management practices, and leadership characteristics, as outlined in the normative component of safety culture, are influenced by the cultural dimensions specific to an organization (Yorio et al., 2019). The SELARAS 2024 activities convey messages and written content that generate discourse aimed at achieving organizational objectives;

these messages are interwoven with values, beliefs, assumptions, and attitudes that can be thoroughly analyzed through the framework of cultural dimensions. The diverse array of values, beliefs, and assumptions arising from the social environment creates an interactive space for the development of values, which includes symbols and meanings that represent specific groups (Feitosa et al., 2022). The documentation associated with the five SELARAS activities will be the central focus of further analysis, particularly concerning the six cultural dimensions.

The SELARAS 2024 activity provides a comprehensive examination of the dimensions of individualism and collectivism, highlighting attitudes and values that prioritize group interests and the active participation of all employees across various group entities. This inclusivity is crucial for fostering a shared understanding of the implementation of OHS. Institutional collectivism, as described by House et al. (2004), articulates the degree to which loyalty, pride, and solidarity are utilized as collective resources within organizations. In the context of SELARAS #2, a commitment to the surrounding environment underscores the importance of awareness and comprehension of MKD in addressing various environmental challenges, including contributions from employees to the community. SELARAS is an

integral component of knowledge management, serving as a learning platform for employees at individual, organizational, and community levels. The development of various potentials can be formed through an effective learning process (Saliman et al., 2021), so the involvement and participation of all employees is very important for promoting actions in SELARAS activities.

Building an ideology of inclusion that values diversity and differences is one of the objectives of the SELARAS 2024 activities, which emphasizes the importance of relationships and solidarity between all employees and management from various corporate group entities. Each SELARAS session, management representatives deliver an opening greeting by honoring all employees from various group entities.

The diversity issue in the company is seen as an opportunity to build the sovereignty of the cement industry, which is recognized as a collective responsibility. This responsibility encompasses the oversight of OHS implementation and the establishment of a respectful workplace climate. In SELARAS activities, the message clearly emphasizes the importance of respecting differences and overcoming gender discrimination.

The psychological safety theme of SELARAS 2024 encourages all employees to actively participate regardless of background

and build a system that regulates a workplace that respects each other. This allows all employees to contribute based on their performance. SELARAS activities clearly emphasize the value of unity and respect for group interest over individual one.

The formal greeting such as “We,” “Us” (the plural pronoun, ‘us’), and “Insan” [Eng. ‘person’] are often used in SELARAS activities to show that everyone is responsible for managing risk and safety. All employees have common interests that allow people to live in social relations that respect and accept each other, which makes them an essential unity from different backgrounds (Feitosa et al., 2022; Xie, 2024). The recurring use of inclusive language during SELARAS activities reflects discursive strategies to promote unity and collective responsibility. Furthermore, the presence of leadership in these sessions serves as symbolic communication that embodies and legitimizes safety culture as a core value.

Second, the power distance dimension elucidates the interplay between employees and management, as reflected in both implicit and explicit messages conveyed throughout the series of SELARAS 2024 activities. The exemplary implementation of OHS demonstrated in promotive actions underscores management’s commitment to fostering a safe and healthy workplace. A key challenge



confronting the top management team is the establishment of a corporate culture that harmonizes performance with a robust sense of integrity (Agusinta et al., 2017). Hofstede et al.'s (2010) remark that involving various companies across multiple countries revealed that the majority of corporate value statements often serve merely as aspirational rhetoric aligned with the interests of top management.

The power distance evident in the five SELARAS 2024 activities is reflected in management's efforts to diminish this distance while fostering a collective awareness that knowledge sharing, emergency mitigation management, and establishing a safe, healthy, and respectful work environment are collective responsibilities. In the SELARAS#2 activity, all employees must participate to understand emergency conditions and implementation of OHS and MKD management. the knowledge conveyed in SELARAS#3 that the root level and management can be the cause of the business failure of several international companies also strengthens this situation. In each session, words such as "we" and "insan" are used as an effort to reduce power distance, which can be interpreted as equality and ownership of mapping conditions and reducing emergencies by improving safety culture.

In the dimension of power hierarchy culture, the communication process and power

are considered unbalanced (Gallois et al., 2018). In SELAARS 2024, the communication process and power are determined in the attitude and role of management in providing and ensuring a safe, healthy, and respectful work environment. The Form of exemplary behavior of SELARAS 2024 leads to an attitude that directs initiatives to implement OHS within the company. This communication pattern focuses on a facilitative leadership style common in Indonesia, such as the idea that company is responsible for ensuring that employees are healthy. These findings show that communication in the workplace is not just about getting task done, it also shapes how people see their roles, their responsibilities, and how they connect with others at work.

The results of innovation carried out by the company show an attitude that regulates alignment in the transformation and replication of innovative products across all directors in the company group. The relationship between leaders and authority in SELARAS activities reflects a thoughtful and united way of guiding employees, focusing on support and shared understanding rather than control. This role is a type of facilitative leadership that emphasizes the involvement of all parties and the presence of individual in providing direction to solve problems (Panggabean et al., 2015).

Most leadership styles in Indonesia show "father-ism" due to the high level of power

distances (Yusmen et al., 2024). Employees expect management to act as their “parents” or dad to create a safe work environment and provide holistic attention to employee welfare (Purba et al., 2016). In the SELARAS approach of psychological safety, emphasis is placed on being the basis for all employees and management in advancing the company and carrying out comprehensive OHS efforts. The management’s discourse delineates the pivotal role of leaders in steering and overseeing the implementation of OHS, underscoring the significance of innovation and MKD.

The third dimension pertains to the extent to which a group perceives a threat when encountering a scenario rife with uncertainty, as elucidated by the uncertainty avoidance dimension (Hofstede et al., 2010). SELARAS#2 explains the MKD’s function in ensuring readiness for unforeseen circumstances that may disrupt operations, such as natural disasters, fires, or security issues. An effective MKD framework is essential for safeguarding organizational assets, ensuring the well-being of employees, and maintaining the company’s reputation. By implementing clear and structured emergency response protocols, it fosters a safe and prepared environment for all stakeholders.

The attributes of the uncertainty avoidance cultural dimension are reflected in the efforts

of group members to mitigate anxiety and minimize uncertainty. The meaning of emergency in the context of SELARAS is often less noticed and causes uncertainty when facing emergency situations. The concepts and values demonstrated in SELARAS activities in uncertain situations are closely related to CLSR’s priority for the sustainability of infrastructure and employees without cost limitations.

Recently, the cement industry has been facing increasingly difficult challenges, ranging productivity and efficiency to maintain product quality. In an uncertain work environment, employees tend to engage in behaviors necessary to protect themselves, their coworkers, and organizational assets (Yorio et al., 2019).

Understanding of radiation hazards was strengthened in SELARAS#5 activity, it raises awareness of the importance of reducing the impact of employee exploration on radiation hazards which impact health and the surrounding environment. To maintain sustainable growth and provide a safe space for employees and all stakeholders, the need of transparency to technological information and potential hazards is needed.

Fourth, the focus of SELARAS activities in terms of masculinity versus femininity explains self-awareness and empathy toward co-workers, especially for factories’ employees. SELARAS #1, as the opening activity, emphasized the

importance of empathy and social support to reduce the risk of danger when the health conditions of individuals and co-workers are at risk, particularly for employees who suffer from congenital diseases. The feminine side of management pays more attention to helping one another and making social connections with co-workers (Hofstede et al., 2010). The OHS policies have focused solely on workplace accident issues, but occupational health promotion is also an important priority in building a safe and healthy work environment.

Attention to the surrounding environment and empathy demonstrate cultural dimensions that embody feminine values. More specifically, focusing attention on the environment and co-workers is also an action that will be beneficial when extended to individuals from various backgrounds. This is possible because, fundamentally, individuals tend to interact more easily with others in the same environment or background (Marta et al., 2018).

In facing the challenges of domestic and international market competition, competitive values and openness to innovation opportunities are priorities for the company. The strategy for tackling competition also stems from the company's commitment to create comfort for optimal and maximum work. The value of masculinity in a group can be seen in prominent characteristics: assertiveness, appreciation for

success, and competitiveness (Regina & Allen, 2022).

In the SELARAS 2024 documentation, almost all knowledge-sharing sessions convey a message of readiness to compete by opening opportunities for innovation and synergy within the company group. On the other hand, promotive action in the documentation of the five SELARAS activities calls for OHS and CLSR efforts as programs that foster a sense of compassion for the health, safety, and security of oneself, co-workers, and family. This form of compassion can be pursued by complying with procedures to ensure that employees are safe when starting work and returning to their families after completing their tasks.

Fifth, the dimension of long-term versus short-term orientation within the SELARAS session emphasizes future orientation and corporate sustainability. The complexities inherent in the cement industry's challenges are consistently highlighted in the opening speeches throughout the SELARAS 2024 activities. Future orientation within the organization is reflected in the level of member participation in strategic planning and the ability to delay gratification for future benefits (House et al., 2004). Additionally, efforts directed toward the sustainability of the organization are intricately linked to the indulgence versus restraint dimension that influences company practices.

The capacity to delay gratification exemplifies a commitment to transformative values and perseverance, enhancing all facets of company performance.

Diversity within the Indonesian context highlights the plurality that coexists with a common aim: fostering tolerance. Language plays a pivotal role in shaping individual understanding, cognitive processes, imagination, and the assumptions derived from communication (Marta et al., 2018). The solidarity conveyed through SELARAS activities underscores the necessity of unity in generating innovation conducive to corporate sustainability, ultimately benefiting stakeholders and broader society.

Finally, maintaining a focus on the long-term sustainability of the organization and the pursuit of delayed gratification fosters competitive performance and agility essential for the company's resilience. In SELARAS#3, the knowledge and application of psychological safety manifest in a system designed to empower all employees to engage in open dialogue while ensuring robust risk management practices are in place. Representing freedom and respect for diversity within the organization creates opportunities for employee and corporate capacity development through innovation. When embraced as a cohesive entity, media innovation and diversity are strategic advantages in

promoting corporate sustainability, particularly regarding the contributions made to national interests and the state's welfare (Kang, 2024; Nwiphuru & Ogodo, 2022; Yang & Liu, 2024).

## CONCLUSION

Analyzing the SELARAS 2024 activities, framed within the Van Dijk critical discourse analysis model, reveals a central theme focusing on the value of synergy and harmonious understanding, the commitment to CSR (Corporate Social Responsibility), and the execution of OHS measures to benefit both employees and stakeholders across the organizational entities. The discourse produced in SELARAS concerns formal communications regarding safety and represents a corporate regulation, which is embedded in the interactions between management and employees. The awareness aspect, knowledge, and skills required in risk mapping and mitigation are not only limited to OHS functions but are a collective responsibility. This discourse is about communicating collective values, assumptions, and beliefs that guide employee behavior in creating a safe, healthy, and respectful workplace. This will reveal how the dynamics of power and hierarchical relationships within the company, which are reflected in the language and messages conveyed, function to maintain the status quo and dominate employees'

understanding of workplace safety. Furthermore, the social context aspect in SELARAS 2024 includes extending commitment to company regulations and the responsibility to protect and provide a safe working space, the involvement of representatives from top management levels across the organization to design OHS promotion activities that will help employees share knowledge to improve understanding of how to deal with emergencies, including ideas to reduce losses.

The results of the analysis of the social cognition dimension show that collective values described in the dimensions of unity and solidarity are key to achieving a unified understanding of the company's future vision and mission, which companies valued, as well as the ideology of inclusion and tolerance. The power distance dimension of the SELARAS 2024 activity is given through facilitative leadership that directs initiative for the sustainability of future business. The analysis on the uncertainty avoidance dimension also explains the importance of managing stuttering well and how to deal with emergencies. The feminine aspect in the third dimension highlights an orientation towards empathy, underscoring the importance of compassion for oneself, colleagues, and the organization to sustain productivity. Additionally, future orientation emerges as a prominent theme in the SELARAS

2024 initiatives, with OHS contributing to sustainability by prioritizing enjoyment as a means of enhancing overall performance. In the indulgence versus restraint dimension, freedom of expression is recognized as a catalyst for innovation; however, this freedom must be paired with effective risk management to ensure its positive impact on organizational growth.

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