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Original Research Article

The Role of Tour Guide Safety Motivation for Safety Performance Considering Rafting Safety Culture, Indonesia

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Abstract: The purpose of this study is to explain the safety performance of rafting tour guides in Indonesia. This study also aims to examine the role of safety motivation for rafting guide members who have competency certificates as boat pilots for rafting tours in terms of the effect of their safety culture. The study was conducted at several popular rafting tourist locations in Indonesia. There were six research locations with a population of 993 tour guides, and 169 were selected using a proportional random sampling method. Research on the behavior of tour guides, particularly for rafting, remains relatively scarce. This type of research is quantitative, involving the description and explanation of causal relationships. Primary data were obtained from a Likert scale questionnaire using mean analysis and the Structural Equation Model, assisted by SPSS and AMOS programs. The results of the study prove that safety culture does not directly impact safety performance, and safety motivation plays a full role (full mediation) in the context of the influence of safety culture on safety performance.

Keywords: Safety culture, safety motivation, safety performance, rafting tourism.

INTRODUCTION

Tourism development can stimulate business activity, generating significant social, cultural, and economic benefits for a country. When tourism is well-planned, it should benefit the community at a destination (Utama, 2014). In several countries that have developed their tourism sectors, it has been proven that internationally, tourism significantly contributes to job creation. The tourism industry is one of the largest and fastest-growing industries in the world (Marlina & Hidayati, 2023). Transformation in the tourism industry clearly requires human resources (HR) capable of meeting these developments, namely professional, technical, administrative, and managerial workers (Nagib *et al.,* 2003).

A type of tourism currently popular among the public is adventure tourism (Pramudyana & Prabowo, 2024). Adventure tourism is recreation or tourism aimed at experiencing the thrill of risk (Buckley, 2012; Holm *et al.,* 2017; Jackson, 2015). Safety performance is a crucial aspect to research because it directly relates to human safety, operational continuity, and organizational reputation. Griffin & Neal (2000) define safety performance as worker behavior that contributes to a safe work environment through adherence to procedures and participation in safety activities. Research on safety performance is important because many workplace accidents are caused not only by technical failures but also by weaknesses in human factors and organizational culture (Zohar, 2010).

Rafting is a branch of adventure tourism that focuses on navigating dynamic and potentially life-threatening rivers. It also requires guidance from a team or organization and the skills of individual rafting guides (Jackson, 2019). The development of rafting in Indonesia has experienced significant growth in recent decades. Rafting is beginning to be seen as part of ecotourism, where river environmental preservation is a primary concern.

The main issue in managing rafting tours is how to improve safety performance for both guides and tourists. Tour companies must ensure workplace safety and health are maintained to avoid accidents. One factor influencing safety performance is safety motivation (Khaleghinejad & Ziaaldini, 2016). Safety motivation plays a strategic role in the relationship between safety climate and safety performance (Khaleghinejad &

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Ziaaldini, 2016). Furthermore, safety culture influences safety performance. The safety motivation aspect of tour guides also influences safety performance (Guo *et al.,* 2019). Related to ensuring that safety and health in the workplace are maintained to avoid accidents, safety motivation has a strategic role to be tested as a mediator between safety culture and safety performance.

LITERATURE REVIEW

1. Safety Culture

Corporate culture is the behavior of organizational members that becomes norms and values (Smircich, 1983). Schein (2010) refers to corporate culture as the norms and activities carried out. Safety culture is a habit in which safety plays a very important role. Safety is a complex phenomenon that requires minimal risk (Al-Bayati, 2021). Every person has a different character and behavioral style, and companies also have a cultural heritage that influences their daily operations. Culture is the outpouring of human thought, work, and work results that are not rooted solely in instinct and can be implemented through a learning process. Organizations need to highlight the importance of the influence of construction safety culture on overall workplace culture (Al-Bayati, 2021).

Safety information systems, and the willingness to implement major reforms when necessary (Fluker & Turner, 2000). Guldenmund (2000) and Schein (2010) argue that attributes associated with safety culture are communication, training, procedures, and a culture of handling accidents. Safety will not be found only in individuals, equipment, or departmental divisions, but is already part of the thinking and behavior for safety (Maguire, 2014). Kalteh *et al.,* (2022) describe several indicators that can be used to see safety culture, namely the effectiveness of safety management, management attitudes towards safety, training, awareness, and safety policies. Çakıt *et al.,* (2020) safety culture significantly influences safety performance in an organization, acting as a fundamental element that shapes employee behavior, attitudes, and organizational commitment to safety. A strong safety culture fosters a mindset of employees who feel empowered to prioritize safety, leading to improved safety performance, such as incident rates and compliance with safety protocols (Naji *et al.,* 2022).

2. Safety Motivation

According to Jackson (2019), safety motivation is an individual's drive to prioritize safety for themselves and others they serve. Safety motivation is an individual's willingness to strive for safety behaviors. A person must be motivated to adhere to safe work practices to create a safe work environment and avoid workplace accidents and health problems (Neal & Griffin, 2006). Jackson (2019) explains that three aspects shape safety motivation in whitewater rafting guides: social safety, social identification, and trust. Social safety reflects performance expectations and motivates whitewater rafting guides to value safety.

Social identification incorporates safety values into the rafting guide's concept of prioritizing group safety. To ensure employee engagement and commitment to achieving company goals, managers must motivate employees and foster a willingness to work toward them (Latham & Locke, 2002). Safety motivation is a crucial safety variable in many organizations, particularly in high-risk industries. Companies' legal responsibilities and obligations aim to reduce the likelihood of accidents and the number of workers' compensation claims, thus fostering safety motivation is essential (Roslan *et al.,* 2023).

Common scholarly communication practices in safety motivation research have been impressively disseminated. These trends will assist researchers in recognizing various areas in identifying core areas, proactive institutions, and core published source titles within this body of knowledge for additional investigation. By examining the most popular keywords, the results of this study allow researchers to identify potential areas for further research, particularly regarding the annual growth rate trend over the past two years (Latham & Locke, 2002).

Safety motivation serves as a psychological driver that influences employee compliance with safety protocols and improves overall safety performance in the workplace (Goqreri *et al.,* 2020). This is reinforced by statements emphasizing that safety motivation is necessary to achieve optimal safety performance (Goqreri *et al.,* 2020). Safety motivation is associated with employee engagement in safety-related behaviors. Pordanjani & Ebrahimi (2015) highlighted that safety motivation encourages employee participation in safety meetings, setting safety goals, and providing safety suggestions, all of which contribute to improved safety performance.

3. Safety Performance

Griffin & Neal (2000) define safety performance as the skills and abilities of a person that can influence behavior based on work safety and motivate the individual to carry out that attitude. Human factors theory has three components that influence safety performance, namely the organization or company, the environment, and individual factors (Eskandari *et al.,* 2021). Mearns *et al.,* (2003) aspects of safety performance consist of all levels of injury/loss, dangerous events, events that have the potential to become dangerous, management commitment and involvement, provisions in safety training, and the number of days off due to work-related injuries or illnesses. According to Burke et al. (2006), there are 4 aspects in safety performance, namely "using personal protective equipment, engaging in work practice to reduce risk, communicating health and safety information, and exercising employee rights and responsibilities".

Burke *et al.,* (2006) using personal perspective equipment is the existence of training in the use of equipment used at work, which is the most important thing in developing skills and knowledge regarding procedures that must be carried out. "Engaging in work practice to reduce risk" is involvement in reducing risk directly by using supporting equipment, such as barriers, the use of equipment, and so on. "Communicating health and safety information" is the desire to communicate dangers, incidents, accidents, or personal conditions to the appropriate personnel. Exercising employee rights and responsibilities is a form of implementing the rights and obligations obtained by employees.

Griffin & Neal (2000) state that safety performance has two main components: safety compliance and safety participation. Safety compliance, the primary safety standard in the workplace, can be categorized as how individuals maintain safety standards at work, such as adhering to standardized work procedures and using safety equipment. This activity can be accomplished by maintaining a safe workplace (Guo *et al.,* 2019). Safety participation is participation in work safety activities that indirectly affect one's own safety but also help the development of the surrounding environment to support safety (Guo *et al.,* 2019). Griffin & Neal (2000), there are several factors that influence safety performance, namely safety climate, skills, motivation, and employee knowledge. Jackson (2015) to achieve good performance, especially in terms of safety, the role of coworkers and organizational culture is a determining factor, and safety motivation is a mediator to strengthen safety performance.

Coworkers can develop individual behavior, which will continuously improve safety behavior, and coworkers can help improve safety compliance and safety participation (Guo *et al.,* 2019). Safety climate also plays a crucial role in supporting safety compliance and safety participation (Syed-Yahya *et al.,* 2022). Safety performance is an employee's ability to guarantee and maintain safety in the work area. The safety performance indicators used refer to the opinion of Neal & Griffin (2006), namely, safety compliance and safety participation. Safety compliance is an individual's action to maintain safety standards at work. Safety participation is a form of participation in work safety activities that indirectly affects one's own safety but helps the development of the surrounding environment to support safety.

RESEARCH METHOD

1. Research Variables.

This study consists of one exogenous variable, safety culture, one endogenous variable, safety performance, and one mediating variable, safety motivation. Safety culture is measured by four indicators, work motivation by three indicators, and safety performance by two indicators. The relationship between the indicators and the research variables is reflective. Table 1 explains the components of the research variables and indicators.

Table 1: Research components.

Variables	Indicators	References
Safety Culture	Organizational communication	Johnson *et al.,* (2015)
	Reflectivity on the accident	
	Procedure	
	Norm	
Safety Motivation	Social Safety	Jackson (2019)
	Social Identity	
	Trust	
Safety Performance	Safety Compliance	Clarke (2006); Neal & Griffin (2006)
	Safety Participation	

2. Research hypothesis

A strong safety culture fosters a mindset in which employees feel empowered to prioritize safety, leading to improved safety performance (Naji *et al.,* 2022; Noor *et al.,* 2022). A safety culture drives improved safety performance (Abeje & Luo, 2023). Al-Bayati (2021) states that a strong safety culture is crucial for improving safety performance within an organization. A safety culture is crucial for identifying and ensuring that an organization complies with evolving safety standards (Su, 2021). Organizations that actively enhance their safety culture not only reduce incidents but also foster an environment of continuous improvement that positively impacts safety performance (Abeje & Luo, 2023).

H1. Safety culture has a significant impact on safety performance.

Safety performance is influenced by several factors, including coworkers, safety culture, environmental safety, and safety motivation (Clarke, 2006; Jackson, 2019; Johnson *et al.,* 2015; Lim *et al.,* 2018; Singh *et al.,* 2019). Coworker interactions can motivate individuals by creating a collective focus on safety, where personal and shared safety is paramount (Heryati *et al.,* 2019). A strong safety culture fosters a mindset in which employees feel empowered to prioritize safety, leading to improved safety performance (Naji *et al.,* 2022; Noor *et al.,* 2022).

A positive safety culture can significantly increase safety motivation (Al-Bayati, 2021). Research shows that safety culture directly influences employee motivation to engage in safe behaviors (Çakıt *et al.,* 2019). Safety culture positively influences safety motivation to promote safety goals (Anindita *et al.,* 2024). A supportive safety culture has a positive effect on motivation when employees feel part of a team (Widyanty & Kasmo, 2019).

Safety culture drives improved safety performance (Otitolaiye *et al.,* 2021). Al-Bayati (2021) states that a strong safety culture is crucial for improving safety performance within an organization. Safety culture is crucial for identifying and ensuring that an organization complies with evolving safety standards (Su, 2021). Organizations that actively enhance their safety culture not only reduce incidents but also foster an environment of continuous improvement that positively impacts safety performance (Abeje & Luo, 2023).

H2. Safety motivation mediates the influence of Safety Culture on Safety Performance

3. RESEARCH DESIGN

This research design is quantitative and can be categorized as explanatory research. Primary data collection used a Likert scale questionnaire instrument. The research location is in the rafting tourism center area in several locations in Indonesia, namely on the island of Sumatra, West Java, Central Java, East Java, Bali, and Mataram Island. The research respondents were 993 rafting tour guides who are members of the Indonesian Rafting Federation (FAJI) registered in 2024. The sampling technique used the Slovin formula and determined a sample of 169 respondents. Sampling was done by proportional random sampling, presented in Table 2.

Table 2: Research Population and Sample

No.	Region	Population	Sample
	Sumatra	99	17
	Jawa Barat	218	37
	Jawa Tengah	169	29
	Jawa Timur	298	51
	Bali	139	23
	Mataram	70	12
Jumlah		993	169

Sumber: FAJI (2024)

This study describes the variables of safety culture, safety motivation, and safety performance. Researchers used central value analysis, namely the mean, using the SPSS program. To test the influence of research variables and the structural equation model, the SEM-AMOS program was used.

RESULT AND ANALYSIS

The results of testing several research instruments and testing the validity and reliability of questionnaire items were obtained. The results of the full Structural Equation Model test are illustrated in Figure 1.

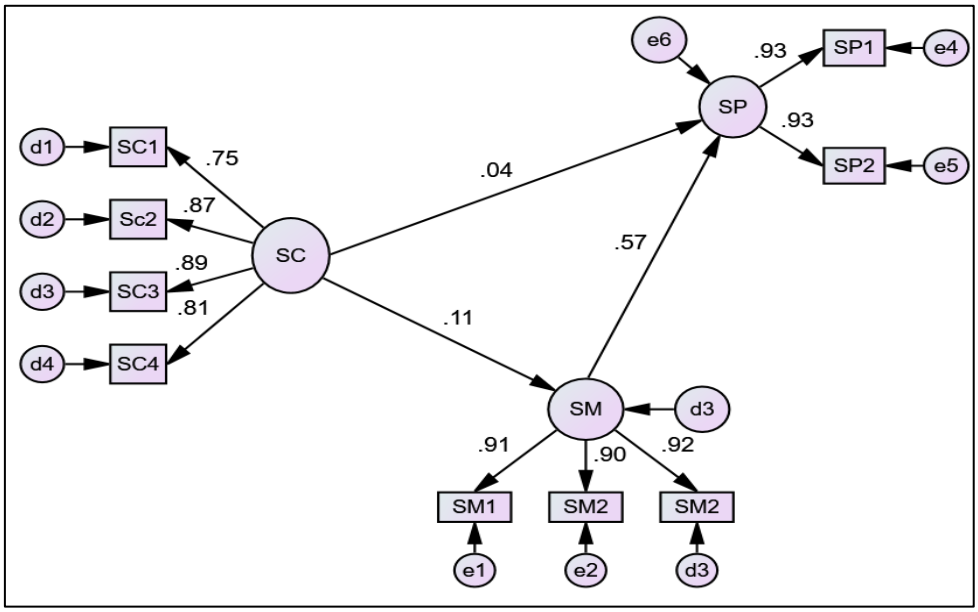

Figure 1: Full Structural Model Results

Confirmatory Factor Analysis (CFA) was conducted using the AMOS program by identifying factor loadings for each indicator in the latent variable. Confirmatory analysis of the validity and reliability of the estimation model is presented in Table 3.

Table 3: CFA Evaluation and Figure Notation Description

Notation	Variables and Indicators	Factor Loading	Cut-off	Result	CFA
SC	Safety Culture	-	-	-	
SC1	Organizational Commitment	0.75	0.5	Lowest	Valid
Sc2	Reflectivity on accident	0.87		Marginal	
SC3	**Procedure**	0.89		Highest	
SC4	Norm	0.81		Marginal	
SM	Safety Motivation	-	-	-	
SM1	Social Savety	0.91	0.5	Marginal	Valid
SM2	Social Identity	0.90		Lowest	
SM3	**Trust**	0.92		Highest	
SP	Safety Performance	-	-		
SP1	Safety Compliance	0.93	0.5	High	Valid
SP2	Savety Participation	0.93		High	

The statistical results show validity and reliability. The test results from descriptive and inferential statistical analysis are presented in Table 2. The results of the structural equation model obtained a Chi-Square statistical value of 87.874 with a probability value of 0.085. The probability value shows a number that exceeds 0.05, meaning there is no difference between the model and the measured phenomenon. Thus, the structural equation model presented in Figure 1 is accepted. This is supported by other non-absolute statistical results, such as the CMIN/DF value of 1.238 (less than the cut-off value of 2.00). The RMSEA value is 0.036 (less than the cut-off value of 0.08). The TLI value is 0.991 (exceeding the cut-off value of 0.95), and the GFI value is 0.937 (exceeding the cut-off value of 0.95). In full, the structural equation model is accepted as an analytical tool.

Table 3 explains the results of the confirmatory analysis evaluation of the estimation model. The CFA test results explain that the Safety Culture variable indicator has a loading factor value above 0.5, meaning that the SC1, SC2, SC3, and SC4 indicators are able to reflect the Safety Culture variable. It was found that "Norm" is considered to be dominant in reflecting Safety Culture. The Safety Motivation variable indicator has a loading factor value above 0.5, indicating that the SM1, SM2, and SM3 indicators can effectively reflect the Safety Motivation variable. It was found that "Trust" is considered to be dominant in reflecting Safety Motivation. The Safety Performance variable indicator has a loading factor value above 0.5, indicating that the SP1 and SP2 indicators can simultaneously reflect the Safety Performance variable.

Table 4: Statistical Analysis Results

No.	Variable			Effect			p.	Result	Result of hypothesis test
	Exogen	Mediation	Endogen	Direct	Indirect	Total			
1	SC	-	SP	0.04		0.04	0.626	Non-sig.	H1- Reject
2	SC	SM		0.11		0.11	0.036	Sig.	-
3		SM	SP	0.57		0.57	0.000	Sig.	-
4	SC	SM	SP	0.04	0.11 x 0.57 = 0.06	0.10	0.028	Sig.	H2-Accepted

The mediation test results in Table 4 indicate that the resulting mediation type is full mediation. The direct effect of SC on SP is insignificant. Meanwhile, the SC-to-SM and-to-SP pathways show significant effects. This means that the SM variable plays a significant role in this structural model.

DISCUSSION

The safety culture of whitewater rafting tour guides is characterized by organizational communication, reflectivity on accidents, procedures, and norms. The dominant characteristic of these four indicators is procedures. This finding explains that tour guides always follow procedures to ensure that equipment used by the tour is properly installed and that guides complete trip logbooks. This finding aligns with Johnson et al.'s (2015) statement that smooth operations require proper procedures.

Safety motivation for tour guides is part of the efforts and behaviors to achieve safety at work, both for themselves and others. The safety motivation tested is explained by behaviors related to social safety, social identity, and trust. The dominant reflection explaining safety motivation is behavior driven by confidence in their ability to achieve safety. This motivates tour guides

to do everything safely to deliver the best performance. This aligns with Jackson's (2019) statement that trust can build individual motivation at work.

The external safety performance of rafting tour guides in ensuring and maintaining work safety for themselves, others, and the environment from all hazards is reflected by safety compliance and safety participation. Test results prove that both measures are able to build safety performance simultaneously. This is shown in the activities of tour guides who advise each other with colleagues when one of them does not follow the SOP. Clarke (2006) and Neal & Griffin (2006) explain the importance of SOPs in carrying out work, and it is necessary to remind each other if there are colleagues who ignore the SOP.

Rafting tour guides who can interact regularly with teammates in completing guiding tasks want to ensure and maintain work safety for themselves, others, and the environment from all risks of danger. This is primarily driven by psychological understanding between rafting tour guides, which is positively influenced by behavioral commitment to safety. Every rafting tour activity requires coordination and a high sense of trust, such as teamwork, a safety culture, tour guide involvement, and support between colleagues, which are essential because they determine the safety performance of rafting tours. This finding is in line with the results of research by Chiaburu & Harrison (2008) and Singh *et al.,* (2019), which states that collaboration is essential for understanding risks and safety objectives.

Safety culture does not directly influence safety performance in rafting tourism in Indonesia. This is due to various factors that influence the implementation of safety policies, such as external conditions and sudden changes in the situation. Although safety culture is considered an important element in creating awareness of the importance of safety, external factors such as limited infrastructure, lack of adequate training, and inconsistent supervision can reduce the effectiveness of safety culture in improving safety performance. Although safety culture has been introduced in several tourist destinations, the lack of resources for implementation and low community participation in safety programs limit its impact on safety performance. Neal & Griffin (2006) emphasize that the implementation of safety policies without strong managerial commitment also hinders the success of safety culture in improving safety performance in the field.

Tour guides' efforts to maintain safe behavior are crucial for achieving safety performance for themselves, others, and the environment from potential hazards. This is driven by the perceived social safety of tour guides, which supports proactive behavior in maintaining the safety of themselves and tourists. Safety motivation plays a crucial role in improving safety performance in whitewater rafting. Factors such as a supportive team culture, positive leadership, and psychological safety contribute to improved safety behavior. Rafting tour operators are advised to build a work environment that supports safety motivation to improve overall safety performance. This is in line with statements by experts on safety motivation, such as Lim *et al.,* (2018); Neal & Griffin (2006); Vatankhah (2021).

CONCLUSION AND RECOMMENDATION

The results of the study indicate that the safety culture formed by rafting tour guides in terms of adherence to procedures as guides does not directly impact safety performance for themselves, the rafting tourists they guide, and the external environment around them. This can occur when safety motivation is ignored; rafting guides are greatly influenced by sudden changes in external conditions, such as changes in weather, and sudden changes in river current conditions before rafting. This makes rafting guides lose direction in their efforts to achieve safety. However, safety motivation becomes a savior for rafting tour guides to think more about risk mitigation to achieve safety performance. Safety motivation formed by self-confidence in being able to achieve safety is an important part for rafting guides, especially for those with good experience.

Recommendations for future researchers include conducting research on rafting tour guides across a broader area, spanning all rafting destinations in Indonesia. Trust is a crucial variable for rafting guides, and future research should utilize trust as a measurement.

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