

## Implementation Strategy of Occupational Health and Safety (OHS) to Vouch For Company Sustainability

Hanifah Handayani, Kholil

Institute Teknologi Petroleum Balongan Indramayu Jawa Barat, Indonesia

Faculty of Engineering, Universitas Sahid Jakarta, Indonesia

Emails: hanifahhandayani31@yahoo.co.id

### ABSTRACT:

The implementation of Occupational Health and Safety or OHS (K3) holds a very important role in maintaining the reputation and sustainability of a company. One of the essential factors to implement OHS is good communication thus all the employees understand and support the practice of it in the company. This study aims to determine the most strategic factors to consider in building OHS communication in the company, so that all employees support and participate. The research was conducted at PT XYZ engaging in shipbuilding. Data collection was carried out through expert discussions and field visits. Data analysis used SAST (Strategic Assumption Surfacing and Testing). The results of the study show that the commitment of top management and the ability to communicate are the most important factors and are the key to the success of implementing OHS in the company to vouch for its sustainability. The next factor is the support of facilities and infrastructure.

**Keywords:** Business Sustainability, Leadership Commitment, Occupational Health and Safety (OHS), Organizational Communication.

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### INTRODUCTION

Indonesia is an archipelago maritime country with more than 15.000 islands (Ahmad et al., 2014). For this reason, modern sea transportation is urgently

needed for the distribution and transportation of goods, especially mining products from one island to another (Steefel et al., 2005). PT ABS (Armada Bangun Samudra) is a shipbuilding company

which has been operating since 2021 in Serang, Banten. As a new company, the OHS management system has not been implemented well thus the potential for work accidents is very large and threatens the sustainability of the company itself (Chen & Zorigt, 2013). One of the important factors to implement K3 is the support from employees (Masjuli et al., 2021) and organizational communication (Amri et al., 2023). Employee involvement is also a very essential factor in implementing OHS in the company (Mambwe et al., 2021).

Communication is a skill needed in everyday life to convey messages or ideas to invite someone to act and make changes. Communication also occurs in an organization which is an open system so that it is constantly changing as a consequence of facing new challenges from its environment (Mansaray, 2019). All organizations require the exchange of information in their activities. Without the right information, the organization cannot run well (Altinöz, 2008).

Information itself is one part that is conveyed by one person to another in a communication process. So, it can be said that information is also the result of a communication process. Information within the organization can flow from both internal and external of the organization. Communication that flows from internal organizations is related to assignments, orders or commands. This can take place vertically, diagonally, or horizontally. From the vertical side, there is information flowing from superiors or from subordinates. Meanwhile, from the diagonal side, information can flow from different levels, and from the horizontal side, information flows from the same level. Good communication from leaders to subordinates will foster enthusiasm and

support from employees (Rugchoochip et al., 2021); (Karatepe et al., 2020).

The purpose of communication is considered to be achieved when the recipient of the message understands the message or feelings of the sender of the message with the same meaning as intended (Ganiem & Kurnia, 2019). This is in line with what Siagian (1999) said that a communication process can be said to take place effectively if the message conveyed by the source of the message is received and interpreted by the communication target which is exactly the same as desired and intended by the messenger.

On the other hand, all workplaces are at risk of accidents that threaten business sustainability. Therefore, risk management is needed to control it, one of which is by implementing OHS. The Occupational Health and Safety (OHS) program is a part of the company's overall management system to control risks related to work activities in order to create a safe, efficient, and productive workplace. OHS is a national program created by the government to protect workers. There are many laws and regulations related to OHS, including Law No. 1 of 1970 on Occupational Safety, Law No. 23 of 1992 on Occupational Health, Law No. 13 of 2003 on employment and its derivative rules. All these statutory regulations need to be communicated to employees within the company, in addition to communicating other company rules, to create work discipline (Lam, 2016).

The role of organizational communication in implementing OHS has always been an actual phenomenon to be studied in depth. Article 87 (1) of Law No. 3 of 2003 concerning manpower states that every company is obliged to establish an OHS management system that is integrated with the company's management system

(Putri et al., 2022). Kartawidjaia (2021) says that the factors that influence the implementation of OHS are communication, transmission, clarity, consistency, resources, staff, information, authority, facilities, disposition, the influence of attitudes (disposition effect), staffing the bureaucracy, incentive / motivation generator, bureaucratic structure, standard operating procedures, and division of tasks (fragmentation).

The OHS at PT ABS has not been implemented properly, so the potential for

accidents that disserve the company is very large. The construction of a shipyard involving more than 200 employees and the conditions of the work environment, equipment and materials that have not been properly arranged are very prone to causing accidents. This can cause huge losses for the company so that its sustainability is threatened, as shown in Figure 1.

**Figure 1**

Company situation in shipbuilding construction



This study has a purpose to identify the most strategic factors to implement Occupational Health and Safety (OHS) to vouch for company sustainability.

## RESEARCH METHODS

This study is based on experts and data collection through discussions with experts in the field of OHS involving managers, academics, practitioners and policy makers, totaling 7 people. Data analysis was done using SAST (Strategic Assumption Surfacing and Testing). To complete the data that has been obtained from the experts, a field survey was carried out. SAST was used to reveal the most important critical assumptions as the basis for policies and

strategies to be implemented so that actions taken can be better planned. Determination of the most important assumptions is done through mapping the results of the discussion on Cartesian diagrams x and y in 4 quadrants.

## RESULTS AND DISCUSSION

Until now (2022) the activities of PT ABS are still in the process of factory and tugboat construction, involving 5 contracting companies, as shown in Table 1.

**Table 1**

The Activities of PT ABS

No	Company	Number of
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		employees
1	PT ABS	85
2	PT ABSI	38
3	PT CSM	79
4	PT Mustika Samudra Perkasa	32
5	PT SJU	110
Total		344

Each company performs different tasks according to their area of expertise. The general process of making a tugboat includes: Feasibility Study, Front End Engineering Design (FEED), Detail Engineering Design (DED), Construction, Commissioning, Operation and Maintenance. Construction requires strict OHS implementation as the potential for accidents is quite high.

**Figure 2**

Tugboat construction process



The results of the *risk assessment* conducted by PT Kama (2022) show that the implementation of OHS in all activities is still weak. This is because PT ABS is still newly established thus it requires an effective strategy to implement OHS quickly and precisely.

Based on the discussions with experts, there are 10 important factors to consider as an effort to implement OHS to ensure the sustainability of the company, they are: (A) Internal Communication of the Company; (B) Facilities and Infrastructure, (C) Understanding of the Vision and Mission and Company values by employees; (D)

Competence and Capability of HR, (E) Budget support, (F) Corporate Governance. (G) development of Standard Operating Procedures, (H) Government Regulations and Policies on OSH; (I) Leadership Commitment, and Leadership Communication Ability (J). SAST analysis shows that all factors are in quadrant 2, which means that they are equally important and definite as in Figure 3.

**Figure 3**

Level of importance and certainty based on SAST analysis

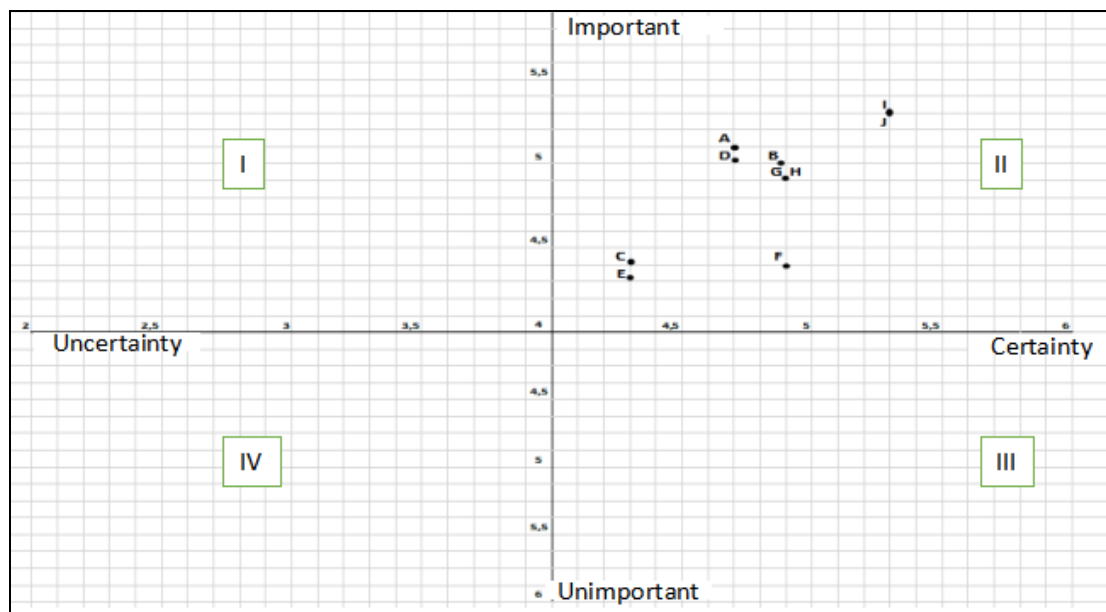


Figure 3 shows that leadership commitment (I) and leadership communication skills are the most strategic factors, having the highest level of importance and certainty. This means that the leadership's commitment to OHS implementation in the company is the key success in realizing safe and secure work. This is in line with the studies by Hasanah (2019) and Nabaterega (2022), that the leadership's commitment to implementing OHS in a company known as safety leadership is very decisive. Top management will determine the direction and policies of the company. The commitment of the top leadership is manifested in budget support, attention and socialization at every meeting, the formation of an OHS implementation team and other supporting policies.

However, the results of this study also show that leadership commitment alone is not enough; good communication skills are

needed for leaders, as well. A leader will be able to deliver their duties, vision and mission if they can communicate well so that the vision, mission and desired OHS policy can be understood by all employees. Thus, employees will be able to provide support, too. Leadership communication within the company is carried out both internally (towards all employees) and externally, especially to all company stakeholders.

In addition to leadership commitment and communication skills which become the key factors, adequate facilities and infrastructure are also needed (B). The implementation of OHS in the company requires the support of tools, signs and other facilities. Therefore, facilities such as PPE, firefighters, polyclinics for first aid is important. Companies must invest in OHS facilities to realize safe and comfortable workplace for all employees.



## CONCLUSION

Leadership commitment, leadership communication skills and infrastructure support have the highest level of importance and certainty in PT ABS to implement OHS for a safe working atmosphere for workers. Therefore, it is necessary to make standard requirements for prospective leaders of PT ABS which include safety leadership and good communication skills. In addition, it is essential to have facilities especially PPE and also a reward and punishment system for employees to realize OHS-based-habits in the workplace.

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