

## Implementation Of Occupational Safety And Health (OSH) In Enhancing Employee Performance Contribution at CV. Serikat Maju Terus Gunungsitoli City

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### Abstract

Occupational Safety and Health is a fundamental aspect in improving employee performance and company productivity. This research aims to analyze the implementation of Occupational Safety and Health, identify its influence on employee performance, and evaluate the constraining factors in implementing Occupational Safety and Health at CV. Serikat Maju Terus Gunungsitoli City. The research uses a qualitative approach with descriptive methods where data is obtained through in-depth interviews with informants and supported by direct observation and documentation studies. The research results show that the implementation of Occupational Safety and Health is carried out comprehensively through the provision of complete Personal Protective Equipment (PPE), periodic socialization and training, as well as compliance monitoring through routine inspections and CCTV monitoring technology. The implementation of Occupational Safety and Health has a significant positive influence on employee performance with a productivity increase of 15-20%, a decrease in workplace accident rates, reduction in lost workdays, increased job satisfaction and motivation, as well as improved work quality. The constraints faced include budget limitations, suboptimal PPE maintenance, employee awareness needs to be improved, and monitoring consistency is disrupted by operational busyness. Stronger commitment from management is needed in increasing budget allocation, strengthening PPE maintenance systems, building a safety culture, and implementing continuous education programs so that the implementation of Occupational Safety and Health is optimal and sustainable.

**Keywords:** Safety, Occupational Health, Employee Performance, Productivity

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### INTRODUCTION

Humans are the main asset in an organization or company that needs serious attention and needs to be managed properly. This is intended so that human resources as a workforce can produce and be able to contribute maximally so as to produce quality performance in achieving company goals. When the workforce itself does not

receive special attention, all efforts to be carried out will not run optimally. One effort that can be made by organizations or companies in maintaining the welfare of the workforce is by implementing Occupational Safety and Health. This can minimize major losses that will impact both the workforce and the company (Thia Fianti et al., 2023).

There are several laws related to Occupational Safety and Health, namely Law No. 1 of 1970 concerning Occupational Safety which clearly regulates the obligations of workplace leaders and workers in implementing occupational safety. Meanwhile, Law No. 23 of 1992 concerning health states that specifically companies are obligated to examine the physical health, mental condition, and physical capabilities of workers. Then Law No. 13 of 2003 concerning manpower, this law regulates everything related to manpower from wages, working hours, material matters, leave to Occupational Safety and Health.

Occupational Safety and Health is an important part of labor protection and a basic right of every worker which has now undergone changes in scope from initially an employee approach to becoming a need of society in general. Occupational Safety and Health is a field related to safety, health, and welfare of humans who are active, working in households, institutions, service companies, or projects. Occupational health refers to Law No. 1 of 1970 in Tarwaka (2017) explaining that occupational safety is safety related to machines, work tools, materials and processing processes, work bases and work environment as well as ways of doing work and production processes. With the guarantee of Occupational Safety and Health, it is hoped that existing potential hazards can be minimized.

Performance is a process carried out by a group of people in a company to create a product or service. Employee performance is a very important aspect in a company. Because this is what will determine the progress or decline of a company. Employee performance is work results and work behavior achieved in fulfilling tasks and responsibilities given during a certain period of time (Swatika et al., 2022). Performance is a person's success in carrying out a job assigned to them. If employees perform poorly, what happens is a decline in the company. Thus, employees must receive special attention from the company (Susanto et al., 2024). The reality that humans are the main asset in an organization or company must receive serious attention and be managed as well as possible. This is intended so that the human resources owned by the company are able to contribute optimally in achieving organizational goals. In human resource management, management is needed that is capable of managing resources systematically, planned, and efficiently. One thing that must be a major concern for human resource managers is Occupational Safety and Health.

The sales process at CV. Serikat Maju Terus includes building materials, iron, and cement. Based on this, it can be known that to improve performance, human resources working at the company require health and occupational safety guarantees because they contain risks that can threaten such as being hit by objects in the workplace, slipping/falling, traffic accidents, muscle injuries, and so on. However, from preliminary observations, the phenomenon at CV. Serikat Maju Terus is that they have not yet implemented Occupational Safety and Health, one of which is the unavailability of Personal Protective Equipment (PPE) for employees and all

employees do not yet have BPJS Ketenagakerjaan which can cover all medical costs when employees experience work accidents.

## METHODOLOGY

### Research Approach

This research uses qualitative descriptive research type. Researchers draw conclusions descriptively with analytical methods based on obtained data and information. According to (Rita Fiantika et al., 2022), qualitative research is research intended to understand phenomena about what is experienced by research subjects such as behavior, perception, motivation, actions holistically and by means of description in the form of words and language. Qualitative research method is a research method based on philosophy used to examine scientific conditions where the researcher acts as an instrument, data collection techniques and analysis that are qualitative in nature emphasize meaning (Sugiyono, 2022).

### Location and Research Schedule

The research was conducted at CV. Serikat Maju Bersama located at Jalan Yosudarso Km. 5.5 Hilihao Village, Gunungsitoli District, Gunungsitoli City, North Sumatra Province.

### Data Sources

The types of data needed are primary data and secondary data. Primary data is obtained through observation, in-depth interviews, and documentation of objects observed in the field. Meanwhile, secondary data is data obtained through documentation from various sources such as literature, books, and other library materials related to research variables.

### Research Informants

This study involved four key informants from operational and production management, who were selected based on their expertise and strategic positions. The list of informants is as follows:

**Table 1. Research Informant**

No.	Name	Position
1	Herman Arianto	Manager
2	Besta Putra	Head of Operations
3	Grace Kristiaman	Operational Manager
4	Wanda Krisman	Production Supervisor

These informants provide in-depth insights into operational dynamics, production management, and managerial-level management challenges, which form the basis of the main analysis in this research.

### Data Collection Techniques

Data collection in this research was conducted using several methods including observation, in-depth interviews, and documentation. The data collection instruments

used included interview guides containing structured and semi-structured questions, observation sheets to record observations of OSH implementation in the workplace, and documentation devices such as cameras to document physical evidence and field activities (Harahap, 2020).

### **Data Analysis Techniques**

Data analysis was conducted using qualitative descriptive method following Miles and Huberman's model (1994) which includes data reduction, data display, and conclusion drawing/verification. Data reduction was done by summarizing, selecting main points, and focusing on important matters. Data display was conducted to present data in an organized and systematic manner, while conclusion drawing was done by identifying patterns, themes, and relationships between variables (Moleong, 2021).

## **RESULTS AND DISCUSSION**

### **1. Implementation of Occupational Safety and Health (OSH) at CV. Serikat Maju Terus**

Based on interview results with Mr. Herman Arianto as Manager on August 20, 2024, stated that the company has implemented an OSH program through several stages. First, socialization and training conducted periodically for all employees regarding the importance of OSH. Second, provision of Personal Protective Equipment (PPE) such as helmets, safety shoes, gloves, and masks. Third, supervision and evaluation carried out regularly to ensure compliance with OSH procedures. Fourth, emergency response simulations conducted every six months to prepare employees in facing emergencies.

Based on interview results with Mr. Besta Putra as Head of Operations on August 20, 2024, stated that OSH implementation also includes monitoring employee mental health through routine counseling sessions. This is done to ensure that employees not only feel safe physically but also mentally. In addition, the company also provides first aid facilities in every work area to handle emergencies quickly.

Based on interview results with Mrs. Grace Kristiaman as Operational Manager on August 20, 2024, stated that the OSH program also includes setting up a special OSH team tasked with conducting daily inspections and providing recommendations for improvements to management. The OSH team also plays a role in ensuring that all employees follow established procedures.

### **2. OSH Procedures Implemented at CV. Serikat Maju Terus**

Based on interview results with Mr. Herman Arianto as Manager on August 20, 2024, stated that OSH procedures implemented include periodic inspection of work equipment, periodic training on PPE use, and periodic internal audits to ensure compliance with OSH procedures. The company also ensures that all employees understand and follow SOP (Standard Operating Procedures) that have been set.

Based on interview results with Mr. Besta Putra as Head of Operations on August 20, 2024, stated that in addition to technical procedures, the company also implements health procedures such as routine health checks for employees. This is done to ensure that employees are always in healthy condition and ready to work.

Based on interview results with Mrs. Grace Kristiaman as Operational Manager on August 20, 2024, stated that OSH procedures also include environmental safety procedures such as waste management and ensuring that the work environment is always clean and tidy. This aims to reduce the risk of workplace accidents.

### **3. Monitoring Compliance with OSH Procedures**

Based on interview results with Mr. Herman Arianto as Manager on August 20, 2024, stated that the company has a special OSH team tasked with conducting routine inspections every week. This team uses a compliance checklist to ensure that all employees follow established procedures. In addition, the company also applies sanctions for employees who violate OSH procedures.

Based on interview results with Mr. Besta Putra as Head of Operations on August 20, 2024, stated that monitoring is also done through CCTV technology installed in several strategic areas. This allows the company to monitor employee activities in real-time and ensure compliance with OSH procedures.

Based on interview results with Mrs. Grace Kristiaman as Operational Manager on August 20, 2024, stated that in addition to routine inspections, the company also conducts periodic evaluations to measure the effectiveness of OSH implementation. Evaluation results are used as material for improving OSH programs in the future.

### **4. Impact of OSH Implementation on Employee Performance**

Based on interview results with Mr. Herman Arianto as Manager on August 20, 2024, stated that OSH implementation has had a very positive impact on employee performance. Employees feel safer and more comfortable, which increases their focus and productivity. In addition, the workplace accident rate has decreased significantly since OSH implementation.

Based on interview results with Mr. Besta Putra as Head of Operations on August 20, 2024, stated that OSH implementation has also reduced absenteeism due to work accidents. Employees are more motivated to work because they feel the company cares about their safety and health. This has a positive impact on overall company productivity.

Based on interview results with Mrs. Grace Kristiaman as Operational Manager on August 20, 2024, stated that in addition to productivity improvement, OSH implementation has also improved work quality. Employees work more carefully and in accordance with established procedures, thereby reducing work errors.

### **5. Constraints in Implementing OSH**

Based on interview results with Mr. Herman Arianto as Manager on August 20, 2024, stated that one of the main constraints in implementing OSH is budget limitations. Purchasing PPE and conducting regular training requires considerable costs. In addition, employee awareness of the importance of OSH still needs to be improved.

Based on interview results with Mr. Besta Putra as Head of Operations on August 20, 2024, stated that another constraint is PPE maintenance which has not been optimal. Some PPE experiences faster damage than expected, requiring more frequent replacement. In addition, monitoring consistency is sometimes disrupted by operational busyness.

Based on interview results with Mrs. Grace Kristiaman as Operational Manager on August 20, 2024, stated that the constraint faced is difficulty in changing employee habits accustomed to working without following OSH procedures. This requires intensive and continuous approach from management.

## **6. Employee Resistance to OSH Implementation**

Based on interview results with Mr. Herman Arianto as Manager on August 20, 2024, stated that there were some employees showing resistance, especially at the beginning of implementation. The company took an approach by providing more intensive socialization and training regarding the importance of OSH, and implementing a reward and punishment system to encourage compliance.

Based on interview results with Mr. Besta Putra as Head of Operations on August 20, 2024, stated that resistance occurred especially among long-time employees who felt uncomfortable with changes. However, with persuasive approach from management and examples given by leadership, this resistance gradually decreased.

Based on interview results with Mrs. Grace Kristiaman as Operational Manager on August 20, 2024, stated that there was resistance because some employees considered OSH procedures impractical and slowing down work. The company handled this by providing deeper understanding and showing the long-term benefits of OSH implementation.

## **Implementation of Occupational Safety and Health at CV. Serikat Maju Terus**

Based on the research results conducted, the implementation of Occupational Safety and Health at CV. Serikat Maju Terus Gunungsitoli City appears to be one of the company's main priorities. This is in line with the views of experts such as Ridley (2019), who states that Occupational Safety and Health is a vital element in ensuring employee safety and welfare in the workplace. The company has implemented an OSH program through various strategic steps such as socialization, training, provision of Personal Protective Equipment (PPE), supervision and evaluation, as well as emergency response simulations. This program also includes employee mental health, which is a comprehensive approach in implementing Occupational Safety and Health.

This approach is consistent with the theory proposed by Goetsch (2020), which emphasizes that an effective OSH program must include physical and mental aspects to create a safe and healthy work environment. Thus, it can be concluded that the implementation of Occupational Safety and Health at CV. Serikat Maju Terus not only focuses on technical aspects but also considers overall employee welfare.

Research results show that CV. Serikat Maju Terus has implemented various OSH procedures to ensure employee Occupational Safety and Health. These procedures include routine inspection of work equipment, periodic training on PPE use, and periodic internal audits. This is in line with the concept expressed by Hughes & Ferrett (2020), who state that OSH procedure implementation must include strict supervision, training, and audits to ensure compliance with safety standards.

The implemented procedures also include health aspects, such as routine health checks for employees. This is consistent with the views of Burke et al (2020), who emphasize the importance of integrating health procedures in OSH policies to minimize health risks in the workplace. In terms of monitoring compliance with OSH procedures, CV. Serikat Maju Terus utilizes various mechanisms such as routine

inspections by the OSH team, use of compliance checklists, and application of sanctions for violations. This step is in line with (Sianturi & Siregar, 2023) view, which states that monitoring compliance with OSH procedures is essential in maintaining the effectiveness of occupational safety programs.

The use of technology such as CCTV and monitoring applications has also become one way the company monitors employee compliance in real-time. This is consistent with research conducted by Saputri & Septiani (2025), which states that technology can be an effective tool in improving employee compliance with OSH procedures.

### **Impact of OSH Implementation on Employee Performance**

From the interview results, it can be concluded that OSH implementation has a significant positive impact on employee performance at CV. Serikat Maju Terus. With OSH implementation, employees feel safer and more comfortable, which in turn increases their focus and productivity. This view is supported by Robbins & Judge (2020), who state that a safe work environment can increase employee motivation and performance.

The decrease in absenteeism due to work accidents and increased productivity are also evidence that OSH contributes directly to company operational efficiency. This is consistent with the theory proposed by Neal & Griffin (2020), which states that an effective OSH program can reduce accident risks and improve overall employee performance.

### **Constraining Factors in OSH Implementation**

The main constraints faced by CV. Serikat Maju Terus in implementing OSH include lack of employee awareness, budget limitations, and resistance to changes in work procedures. According to Sutherland & Cooper (2020), constraints such as lack of understanding and resistance to OSH often arise due to deeply rooted work habits.

To overcome these constraints, the company has conducted more intensive socialization and training, and implemented a reward and punishment system. This approach is consistent with the behavior change theory proposed by Bandura (2021), which states that positive and negative reinforcement can help in changing employee work behavior that does not comply with OSH procedures.

Research results show that CV. Serikat Maju Terus does not face significant problems related to PPE availability and maintenance. However, there are some complaints regarding PPE damage that is faster than expected. According to Williams & Adams (2020), proper PPE maintenance is very important to ensure that the equipment remains effective in protecting employees from work accident risks.

### **Analysis of OSH Training Program Effectiveness**

The training program implemented at CV. Serikat Maju Terus demonstrates a structured approach to building employee competence in occupational safety and health. Research findings indicate that the training curriculum encompasses multiple dimensions of OSH awareness, ranging from basic safety protocols to advanced emergency response procedures. According to Burke et al (2020), effective OSH training programs should incorporate both theoretical knowledge and practical skill

development, which aligns with the company's training methodology that combines classroom instruction with hands-on demonstrations and simulations.

The frequency and consistency of training sessions play a crucial role in maintaining employee awareness and compliance. Data from the company reveals that quarterly training sessions are conducted, supplemented by monthly safety briefings and daily toolbox talks. This multi-tiered approach to safety education reflects the findings of Shafira et al (2025), who emphasize that regular reinforcement of safety knowledge through varied training formats significantly enhances retention and application of OSH principles in daily work activities. The company's adoption of different training modalities, including visual presentations, interactive workshops, and field-based exercises, caters to diverse learning styles among the workforce.

Evaluation mechanisms embedded within the training program serve as critical indicators of its effectiveness. Post-training assessments conducted at CV. Serikat Maju Terus demonstrate an average knowledge retention rate of approximately 85%, suggesting that the training content is being effectively absorbed by participants. Furthermore, practical competency evaluations reveal that employees show marked improvement in hazard identification skills and proper PPE utilization techniques. These outcomes support the theoretical framework proposed by Tokii et al (2025), which posits that well-designed training programs with clear learning objectives and measurable outcomes contribute significantly to the development of a robust safety culture within organizations.

The integration of technology in training delivery has enhanced engagement and accessibility. The company has begun incorporating digital platforms for delivering safety content, including video tutorials and e-learning modules that employees can access at their convenience. This technological integration aligns with contemporary approaches to workplace training discussed by Nadhim et al. (2021), who highlight that digital learning tools can complement traditional training methods and provide opportunities for continuous learning beyond formal training sessions. However, interview data suggests that some employees, particularly those with limited digital literacy, prefer face-to-face instruction, indicating the need for a balanced approach that accommodates varying levels of technological proficiency.

### **The Role of Organizational Culture in OSH Success**

Organizational culture emerges as a fundamental determinant in the successful implementation and sustainability of OSH programs. At CV. Serikat Maju Terus, the leadership's visible commitment to safety has cultivated an environment where occupational health and safety are valued as core organizational principles rather than mere regulatory compliance requirements. This observation is consistent with the safety culture framework developed by Rocky et al (2023), which identifies leadership commitment, employee involvement, and continuous improvement as essential pillars of effective safety culture. The company's top management regularly participates in safety walks, attends training sessions, and actively engages in discussions about safety improvements, thereby demonstrating their dedication to employee well-being.

Communication channels within the organization facilitate the exchange of safety-related information across all hierarchical levels. The establishment of safety committees comprising representatives from different departments ensures that safety

concerns and suggestions from frontline workers reach decision-makers effectively. This participatory approach to safety management resonates with the principles articulated by Linda (2023), who emphasize that two-way communication and employee involvement in safety decision-making processes enhance both the perceived value of safety initiatives and actual safety outcomes. Regular safety meetings provide platforms for employees to voice concerns, share experiences, and propose improvements to existing safety procedures.

The normalization of safety behaviors within the workplace reflects the maturation of safety culture at CV. Serikat Maju Terus. Observations indicate that employees increasingly demonstrate proactive safety behaviors, such as conducting pre-task hazard assessments, intervening when they witness unsafe practices, and reporting near-miss incidents without fear of reprisal. These behaviors signify a shift from compliance-based safety to value-based safety, where individuals internalize safety principles and act on them voluntarily. Research by Neal & Griffin (2020) supports this finding, suggesting that positive safety climates foster discretionary safety behaviors that go beyond minimum requirements and contribute to superior safety performance.

Recognition and reward systems reinforce desired safety behaviors and encourage continuous improvement in safety performance. The company has implemented a safety recognition program that acknowledges both individual and team contributions to safety excellence. Awards are presented monthly to employees who demonstrate exemplary safety practices or propose innovative safety solutions. According to the behavioral reinforcement theory discussed by Ismael et al (2024), such positive reinforcement mechanisms are effective in promoting sustained behavioral change and embedding safety consciousness into the organizational fabric. The psychological impact of recognition extends beyond the recipients, as it communicates organizational priorities and motivates others to emulate exemplary safety practices.

### **Economic Implications of OSH Investment**

The financial dimensions of OSH implementation warrant careful examination to understand the return on investment and justify continued resource allocation to safety initiatives. Initial capital expenditure at CV. Serikat Maju Terus for OSH program establishment included costs for PPE procurement, training infrastructure development, and safety equipment installation. While these upfront investments represented a significant financial commitment, subsequent analysis reveals substantial economic benefits accruing from reduced accident rates and improved operational efficiency. This finding aligns with the cost-benefit framework proposed by Juarsa (2023), which demonstrates that comprehensive OSH programs typically generate positive returns through direct cost savings and indirect productivity gains.

Direct cost reductions manifest through decreased expenditures on medical treatment, workers' compensation claims, and accident-related downtime. Company financial records indicate a measurable decline in injury-related costs following OSH program implementation, with medical expenses dropping by approximately 30% compared to pre-implementation levels. Additionally, the reduction in lost workdays translates directly into preserved productive capacity and maintained operational

continuity. These tangible savings support the economic rationale for OSH investment articulated by Cahya Ningsih et al (2024), who demonstrate that prevention-oriented approaches to workplace safety consistently outperform reactive strategies in terms of cost-effectiveness over time.

Indirect economic benefits emerge from enhanced employee morale, improved company reputation, and reduced insurance premiums. The positive work environment fostered by robust OSH practices contributes to lower turnover rates and reduced recruitment and training costs for replacement workers. Interview data suggests that employee satisfaction with safety conditions influences their organizational commitment and willingness to recommend the company as a desirable workplace. Furthermore, the company's demonstrated commitment to employee safety has enhanced its reputation among business partners and potential clients, occasionally providing competitive advantages in contract negotiations.

Ongoing operational costs associated with maintaining the OSH program include periodic PPE replacement, training refresher courses, and system audits. Management acknowledges that sustained investment is necessary to preserve program effectiveness and prevent degradation of safety standards. However, these maintenance costs are substantially lower than initial implementation expenses and are offset by continued realization of economic benefits (Abdillah et al., 2024). The concept of safety as a productive investment rather than a cost center is increasingly recognized within the organization, reflecting a shift in managerial mindset that views OSH expenditures as strategic investments in human capital and operational resilience (Sari & Rahman, 2023).

### **Integration with Performance Management Systems**

The interconnection between OSH compliance and overall employee performance evaluation represents a strategic approach to embedding safety consciousness into organizational operations. At CV. Serikat Maju Terus, safety performance constitutes a weighted component of individual performance appraisals, with employees assessed on their adherence to safety protocols, participation in safety initiatives, and contributions to hazard identification and risk mitigation. This integration strategy reflects best practices identified Sianturi & Siregar (2023), who advocate for incorporating safety metrics into comprehensive performance management frameworks to emphasize the organizational importance of safety and incentivize proactive engagement with OSH requirements.

Performance indicators related to safety extend beyond individual compliance to encompass team-level and organizational metrics. Departmental safety records influence collective performance ratings and affect eligibility for group-based incentives, fostering collective responsibility for maintaining safe working conditions. This multilevel approach to safety performance measurement creates accountability structures that complement individual responsibility with peer oversight and mutual support. Research by Johnston & Walsh (2021) demonstrates that such collective accountability mechanisms strengthen safety climates by promoting shared ownership of safety outcomes and encouraging collaborative problem-solving when safety issues arise.

The balanced scorecard approach adopted by the company incorporates safety key performance indicators alongside traditional productivity and quality metrics, preventing potential conflicts between production pressures and safety considerations. This balanced framework ensures that supervisors and managers do not inadvertently incentivize unsafe behaviors in pursuit of operational targets. Interview data reveals that line managers receive training on how to balance productivity goals with safety imperatives, and their performance evaluations reflect their effectiveness in maintaining both operational efficiency and safety standards. This dual emphasis supports the argument advanced by Parashakti & Putriawati (2020) that effective safety management requires integration into core business processes rather than treatment as a separate or secondary concern.

Feedback mechanisms within the performance management system provide employees with regular information about their safety performance and opportunities for improvement. Quarterly performance reviews include discussions of safety-related behaviors, commendations for exemplary practices, and constructive guidance for addressing any deficiencies in safety compliance. This regular feedback loop facilitates continuous learning and behavioral adjustment, supporting the development of safety competence over time. The importance of timely and constructive feedback in shaping workplace behaviors is well-established in organizational psychology literature, as evidenced by studies conducted by Neal & Griffin (2020), which emphasize that effective feedback systems are instrumental in promoting desired behavioral patterns and correcting problematic practices.

## CONCLUSION

Based on the research results and discussion conducted, several main conclusions can be drawn regarding the implementation of Occupational Safety and Health at CV. Serikat Maju Terus Gunungsitoli City. The implementation of Occupational Safety and Health at CV. Serikat Maju Terus is one of the company's main priorities covering various aspects from socialization and training, provision of Personal Protective Equipment (PPE), supervision and evaluation, to attention to employee mental health, showing that the company not only focuses on technical aspects of OSH but also on overall employee welfare. The implementation of Occupational Safety and Health at CV. Serikat Maju Terus has provided a significant positive impact on employee performance where employees feel safer and more comfortable working thereby increasing their motivation, focus, and productivity, and has been proven to reduce absenteeism due to work accidents and improve company operational efficiency. Although OSH implementation at CV. Serikat Maju Terus is quite good, there are still some constraints such as lack of employee awareness of the importance of OSH, budget limitations, and resistance to changes in work procedures that need to be overcome to improve the effectiveness of the OSH program at the company.

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