

Qualitative Study of the Implementation of Occupational Health and Safety Culture on Employee Performance PT Bahana Prima Nusantara

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ABSTRACT

Introduction: This study aims to examine the impact of implementing the Occupational Safety and Health (OSH) culture on employee performance, focusing on knowledge, workload, and work environment aspects at PT Bahana Prima Nusantara. **Method:** This study uses a qualitative method that seeks to examine the implementation of OSH culture to employee performance. This research was conducted in natural situations so that there were no limitations in understanding the research being studied. The number of informants is 5 people. Data collection is done through interviews, observation, and documentation. **Result:** Workers know about all the risks that may occur, but in the absence of sanctions from the company, workers do not adhere to the OSH culture. The workload in this company greatly affects the performance of its employees because they feel uncomfortable if they have to apply the OSH culture. Several workers are placed not according to their abilities. Meanwhile, the work environment at this location also greatly influences the performance of employees, because most of the workers are natives, so supervisors feel reluctant to reprimand workers if they do not apply the OSH culture. **Conclusion:** Based on the findings, workers are aware of the risks but feel uncomfortable applying the OSH culture. Therefore, it is recommended that the company implement stricter rules and issue warnings or sanctions for non-compliance. Additionally, conducting regular OSH training and safety talks can enhance employee adherence to the OSH culture.

Keywords: employee performance, knowledge, OSH culture, work environment, workload

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INTRODUCTION

Every company aims for high employee performance to achieve its planned goals. Employee performance is measured by the quality and quantity of their work in fulfilling assigned responsibilities. To attain maximum performance, companies should focus on directing and developing their employees' potential. Performance is the level of success in completing tasks compared to predetermined standards, targets, goals, or criteria (Azri and Azzuhri, 2018).

Poor employee performance leads to a decline in the company, while diligent, innovative, and responsible employees contribute to positive progress. Several factors influence this, including

effectiveness, efficiency, authority, initiative, and discipline in adhering to laws, company regulations, and work standards. Additionally, crucial for optimal performance and development are supportive facilities, infrastructure, and occupational health and safety measures.

The International Labor Organization (ILO) estimates that annually there are 2.3 million work-related deaths worldwide, equivalent to a worker dying every 15 seconds, with 160 million workers exposed to high accident risks. Among these, approximately 354,000 deaths resulted from fatal accidents, along with more than 270 million work accidents and 160 million work-related diseases affecting employees annually. The Institution of Occupational Safety and Health (IOSH), the world's largest organization for occupational health and safety professionals, has 42,000 members across 100 countries. In Indonesia, there is an average of 99,000 work accident cases yearly, with around 70%

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being fatal, resulting in deaths or lifelong disabilities (International Labour Organization, 2018).

The Minister of Manpower reported a significant increase in work accident cases from 114,000 in 2019 to 177,000 in 2020, based on data from the Social Security Administration Agency. However, this figure likely underrepresents the actual number of work accidents, as not all workers are registered with the Labor Social Security Administration Agency (Biro Humas Kemnaker, 2021).

In the first half of 2020, work accident insurance claims in South Sulawesi reached 108,573 cases, a 128% increase compared to the previous year's 85,109 cases. Projections from the Institution of Social Security Employment suggest that the total work accident cases for 2020 could be between 160,000 and 180,000 cases, based on incidents in the second half of the year. The main cause of these accidents is the insufficient implementation of Occupational Safety and Health culture in workplaces (Sofuroh, 2020).

The core concept of Occupational Safety and Health (OSH) culture is the importance of shared understanding and homogeneous perceptions of OSH within an organization, despite differences in hierarchical levels (Azri and Azzuhri, 2018). Creating a safe work environment through the implementation of work safety procedures requires awareness from all parties, not just employees. Improving the OSH culture can enhance productivity and competitiveness. This is achieved by increasing awareness and compliance with OSH norms, fostering participation from all stakeholders, and promoting an OSH culture in every business activity. These efforts aim to reduce work-related accidents and diseases, creating a safe, comfortable, and efficient workplace to encourage productivity and self-reliance (Setiono, 2018). Comprehensive knowledge of OSH culture in all company elements is essential for analyzing work accidents.

Knowing a lot of things doesn't necessarily translate into the ability to apply that knowledge. In today's competitive business world, companies must not only rely on external knowledge but also generate their internal strength through innovation (Alias and Serang, 2018). This creates a unique competitive advantage that cannot be easily imitated. Implementing an OSH culture to improve employee performance is vital, and companies should also consider individual employee workloads based on their capacity and abilities.

The human body, equipped with muscle mass, enables daily work activities. Work holds significance for progress and achievement, contributing to a productive life. However, work also places a burden on the body, be it physical or mental. Workload, the difference between workers' capacity and work demands, varies among individuals based on factors like skill level, physical fitness, nutrition, gender, age, and body size (Tarwaka, 2019). To foster an OSH culture at work, it is essential to provide a conducive work environment.

A suitable work environment allows people to perform activities optimally, healthily, safely, and comfortably, while a poor work environment can hinder the effectiveness and efficiency of the work system (Moulana, Sunuharyo and Utami, 2017). The work environment directly affects employees as it is where they carry out tasks assigned by the company. A conducive atmosphere and proper arrangement of work tools and equipment based on their functions are crucial in creating an ideal work environment (Sunarsi *et al.*, 2020).

PT. Bahana Prima Nusantara is an experienced construction company in Indonesia, having worked on various national projects encompassing tasks such as demolition, land preparation, earthworks, foundation work, roofing, concrete works, and more. To maintain safety and health standards, the company is required to implement OSH culture in its workplace, including the construction of Toraja Airport in South Sulawesi. Initial observations at the Toraja Airport construction site revealed some workers not adhering to OSH culture and facing difficulties due to a non-conducive work environment (Admin, 2021).

Based on the background that has been described, the authors formulate the problem of how the implementation of Occupational Safety and Health (OSH) Culture on Employee Performance at PT Bahana Prima Nusantara.

METHODS

This qualitative study examines the impact of implementing the Occupational Safety and Health (OSH) culture on employee performance at PT Bahana Prima Nusantara. Conducted in natural settings, the research avoids limitations in interpreting or understanding the phenomenon under study. The qualitative method is chosen for its ability to describe events or contexts as they naturally

occur, making it an interesting approach to exploring real-life situations.

The research was conducted at PT Bahana Prima Nusantara in the Mengkendek district, Tana Toraja Regency, South Sulawesi, Indonesia. Toraja Airport's construction began in 2011, experienced stagnation, and was later resumed by the central government in 2018. It was finally completed in mid-2020, covering a land area of 141 hectares, with a runway measuring 1,700 meters × 30 meters, capable of accommodating the largest ATR 72 aircraft. Toraja Airport was built to replace Pongtiku Airport in Rantetayo, which could not be developed further.

Qualitative research does not use population sampling since its goal is not to generalize to the population. Instead, it aims to gather in-depth information from informants. In this study, informants consisted of 4 workers and 1 key informant (supervisor or implementer) from PT Bahana Prima Nusantara. The sample size was limited to 5 informants as they provided ample depth of information to address the research problem.

The research instrument for this study included stationery, interview guides, cameras, field notes, and recording devices. Primary data was collected through interviews with 5 informants using a semi-structured interview guide that covered themes and discussion flow related to Cooper's reciprocal safety culture model, focusing on the environment, individuals, and behaviour. Secondary data consisted of general information obtained from PT Bahana Prima Nusantara. Data processing involved manual interpretation of interview results to align with research objectives, presented in narrative tables and scripts.

Construct validity was tested in this research through expert judgment to assess the validity of each question in the interview guide and observation sheet. The goal was to ensure that the questions accurately measured the intended constructs. Any invalid questions were removed from the interview guide and observation sheet to enhance the overall reliability of the data collection instruments.

Triangulation in qualitative research is a method to establish validity by analyzing findings from multiple perspectives. It ensures that the research accurately reflects the situation and is supported by evidence. Rahardjo (2017), defines triangulation as the use of various methods to study interrelated

phenomena from different viewpoints and perspectives. This includes method triangulation, inter-researcher triangulation (when conducted with groups), data source triangulation, and theory triangulation.

In this study, data source triangulation and theory triangulation were employed. Validating data from various sources, formed the basis for concluding. Through this technique, the collected data is expected to fulfil the requirements for constructing conclusions. The triangulation was conducted alongside field activities to ensure comprehensive data recording. This approach aims to ensure that the gathered data is reliable and suitable for analysis and utilization.

This research has passed the research protocol inspection process and obtained a Certificate of Passing Ethical Review by the Health Research Ethics Committee of the Faculty of Public Health, University of Pejuang Republic Indonesia with No: 826-KEPK-FKM-UPRI.

RESULT

Before conducting the interviews, the researcher selected informants from each person in charge of the job with the following informant characteristics:

The research was conducted on informants aged 21 to 30, mostly men (5 people). The highest level of education among informants is Senior High School and Technical Middle School. The informants have various job roles, including helper surveyors, executors, field supervisors, logistics, and drivers.

Table 1. Characteristics of Informants Based on Age, Gender, Education and Occupation

Name	Age	Gender	Education	Profession
R	30	Man	Secondary Technical School	Helper Surveyor
AS	28	Man	Bachelor	Executor
YR	27	Man	Bachelor	Field supervisor
SP	26	Man	Secondary Technical School	Logistics
AP	21	Man	Senior High School	Drivers

Source: Primary Data, 2022

Based on searching information from informants, the following results are obtained:

Knowledge of Employees on Implementing OSH Culture

Based on the interviews with ordinary informants at PT. Bahana Prima Nusantara, Tana Toraja Regency, it was found that knowledge does affect the implementation of OSH culture on employee performance. For instance, informant YR mentioned that OSH culture involves using Personal Protective Equipment (PPE) while working:

"matters discussing the importance of using PPE while working"(YR, 15/07/2022)

The statement of informant AS aligns with that of informant YR, as both mentioned that the OSH culture emphasizes the use of Personal Protective Equipment (PPE) to minimize work accidents in the workplace:

"the OSH culture discusses the importance of using PPE to reduce the number of work accidents"(AS, 16/07/2022)

Informant R expressed that OSH culture is a field of knowledge that emphasizes the significance of using PPE to ensure workplace safety, further supporting the understanding of OSH culture to reduce work accidents:

"Science discussing the importance of using PPE"(R, 17/07/2022)

The SP informant stated that OSH culture involves studying occupational health and safety, summarizing their understanding.

"Things that discuss OSH"(SP, 18/07/2022)

AP's statement aligns with YR's and AS's statements regarding the significance of using PPE in OSH culture to ensure worker welfare, as quoted below:

"on the topic of PPE"(AP, 19/07/2022)

All 5 informants interviewed share a common understanding that the essence of OSH culture is the significance of using Personal Protective Equipment (PPE).

YR informant emphasized the importance of implementing OSH culture by using Personal Protective Equipment (PPE) in the PT Bahana Prima Nusantara, Tana Toraja Regency, as stated below:

"to reduce the number of work accidents"(YR, 15/07/2022)

AS informant stressed the necessity of implementing OSH culture in the work environment

of PT. Bahana Prima Nusantara, Tana Toraja Regency, and highlighted the significance of enhancing knowledge about OSH culture, as quoted below:

"for the sake of safety and the smooth running of work"(AS, 16/07/2022)

Informant R emphasized the importance of deepening understanding about OSH culture to create a safe and healthy work environment, which in turn reduces the likelihood of work accidents, as quoted below:

"To avoid work accidents"(R, 17/07/2022)

Among the 5 informants interviewed, there are commonalities in their responses indicating the necessity of implementing OSH culture to prevent work-related accidents and reduce their occurrences. Specifically, YR's response to the question "What are your reasons for not implementing an OSH culture at work" aligns with the knowledge previously mentioned, emphasizing the significance of using PPE when working, as quoted below:

"I am here as a supervisor so there is no reason not to apply the OSH culture"(YR, 15/07/2022)

AS informant's statement highlights the reasons why some informants may overlook the implementation of OSH culture, particularly about using PPE in the work environment of PT. Bahana Prima Nusantara, Tana Toraja Regency. AS emphasizes that by adhering to OSH culture, the risk of work accidents can be minimized, as quoted below:

"it's hot, it's hard to breathe, the work location is constrained"(AS, 16/07/2022)

Informant R's statement explains why some informants often overlook OSH culture at PT. Bahana Prima Nusantara, Tana Toraja Regency. The reasons include a lack of self-awareness regarding safety and insufficient manpower. R emphasizes the role of OSH in providing knowledge about safety, risk control, and improving welfare, as quoted below:

"because they are lazy and supervisors from companies are also lacking"(R, 17/07/2022)

SP informant's statement highlights the reasons why some workers often overlook OSH culture in the work environment, pointing out that a lack of self-awareness can lead to an increased risk of work accidents, as quoted below:

"because of laziness and discomfort"(SP, 18/07/2022)

AP, as a truck driver/operator, revealed that the lack of knowledge and training in OSH safety diving is evident in the absence of basic knowledge, such as checking the feasibility of trucks, understanding road signs, and supervising other road users, as quoted below:

“My reason is that I'm a driver so if I want to wear a helmet and a vest I feel hot if I want to wear shoes I'm not comfortable driving a car” (AP, 19/07/2022)

From the explanations provided by the 5 informants, the reasons for not implementing OSH culture were attributed to laziness, discomfort in using PPE, and lack of company supervision. When asked about the risks that could arise if OSH culture was not implemented at PT. Bahana Prima Nusantara, Tana Toraja Regency, informants YR, AS, and R highlighted that work-related risks are frequent and severe when knowledge and implementation of OSH culture are disregarded. YR's response to this question is quoted below:

“sliding due to the slippery working location, and also being hit by a vehicle because many vehicles are passing by” (YR, 15/07/2022)

Furthermore, both SP and AP informants, who work as fuel drivers, acknowledged that their knowledge about safety diving has not been fully implemented. This includes aspects such as preparation, driving time, and safe driving techniques.

“yes, there might be a fire if I am not careful when I work because my work is related to fuel” (SP, 18/07/2022)

“car overturned due to slippery road” (AP, 19/07/2022)

From the interviews with the 5 informants, it was evident that they were aware of the risks that could occur if they did not apply the OSH culture, such as the risk of slipping due to a slippery work location.

Employees' Workload in Implementing OSH Culture

Informants YR and R stated that a lack of knowledge and skills in their respective positions can lead to decreased work productivity. Additionally, stress was identified as a causal factor affecting workers while performing their tasks, leading to discomfort and a subsequent decline in work productivity:

“not because previously I was in the office but the company transferred me to the office” (YR, 15/07/2022)

Regarding the workload and its influence on the implementation of OSH culture and employee performance at PT. Bahana Prima Nusantara, Tana Toraja Regency, informants highlighted the significance of their skills and knowledge at work in promoting increased productivity and achieving maximum results, as mentioned below:

“yes, because according to my teaching during college” (AS, 16/07/2022)

“not because I don't understand this part but because the demands of the job have to be forced” (R, 17/07/2022)

“yes, very suitable” (SP, 18/07/2022)

“yes, because I have been a driver for a long time” (AP, 19/07/2022)

Based on the interviews with the informants, it was found that some of them were assigned tasks that were not aligned with their skills and abilities. However, in the case of informants YR and SP, they mentioned that the workload given did not significantly impact the stress they experienced while performing their tasks. The indicators of stress, such as interpersonal demands exceeding their abilities and task demands, were not explicitly affected by the workload, as stated by YR and SP informants:

“influential because before I just sat in the office, it's different from now I have to go back and forth to supervise the field” (YR, 15/07/2022)

Furthermore, informants AS, R, and AP mentioned that they did not perceive the workload as burdensome because the tasks assigned were within their capabilities and even below their level of ability. This led to an increase in their job satisfaction, welfare, and ultimately contributed to improved work performance, as expressed by the informants:

“not at all” (AS, 16/07/2022)

“no, because here I am only a helper” (R, 17/07/2022)

“Usually, it's stressful because I'm part of the logistics department so if there are ingredients that are lacking or missing I'm the one who gets scolded” (SP, 18/07/2022)

“no” (AP, 19/07/2022)

Based on interviews with informants above, the workload given mostly does not have a stressful

impact on work. Based on interviews with informants YR and R about the workload provided by the company according to the informants' abilities. The workload can affect employee performance which will result in decreased work productivity and cause employees to experience stress and sometimes experience depression as follows in the following quotations from informants YR and R:

"not" (YR, 15/07/2022)

"yes very suitable" (AS, 16/07/2022)

Addition, the workload that was not felt by AS, SP and AP informants could increase job satisfaction for PT. Bahana Prima Nusantara, Tana Toraja Regency, as quoted by the informant below:

"no" (R, 17/07/2022)

"yes appropriate" (SP, 18/07/2022)

"yes very suitable" (AP, 19/07/2022)

Based on interviews with informants above, their workload is under their abilities, some are not appropriate. Based on the YR interview about workload affecting information in the implementation of OSH culture. The implementation of occupational health and safety should indeed be made into a culture for any department and part of work, with our self-awareness in reducing the risk of accidents while working so that we can increase work productivity, as quoted by the YR informant as follows:

"no, I usually feel uncomfortable if I don't apply to OSH because I'm used to it" (YR, 15/07/2022)

A combination of attitudes, values, beliefs, norms, and perceptions of workers related to OSH, safe behaviour, and practical implementation, it is very important to apply OSH culture under the work procedures of various departments. The AS informant felt uncomfortable in implementing OSH cultural behaviour because the AS carried out its duties which had to go back and forth to monitor the progress of work, as quoted by the following informant:

"yes, because I'm the executor, I have to go back and forth to see the workers, so it's not comfortable if you want to use PPE" (AS, 16/07/2022)

"yes, because if we are going to go down to the location to take measurements we use a motorbike and here I have to carry measuring instruments which are quite heavy so if I want to wear a helmet, vest or shoes I feel uncomfortable and add to the burden" (R, 17/07/2022)

"It has an effect because I feel uncomfortable using PPE while working" (SP, 18/07/2022)

"yes, because every day I am in the car so I feel annoyed and overheated if I have to use PPE" (AP, 19/07/2022)

From the interviews with the informants above, it was revealed that workers feel uncomfortable using Personal Protective Equipment (PPE) while working due to the heat and added burden it imposes.

Work Environment in the Application of OSH Culture

Based on interviews with the informants, the work environment's noise level significantly influences the implementation of OSH culture on employee performance. The informants mentioned that the noise from engines and equipment disturbs their concentration and emotional stability. The safe noise level for hearing is 30-50 dB, but they experienced noise at 70.4 dBA while working, causing discomfort and soreness in their ears:

"very noisy because of the sound of the car I was driving and the sound of heavy equipment" (AP, 19/07/2022)

Based on interviews with the informants, the work location at PT. Bahana Prima Nusantara, Tana Toraja Regency, is noisy due to the presence of heavy equipment, cars, and planes. Additionally, cultural issues within the workforce and the company need to be addressed to create a safe work environment. Workers evaluate the work conditions and barriers to implementing OSH culture, emphasizing the importance of applying a control hierarchy for a safer working environment:

"yes there is so our work location is still a land of dispute, the community often comes threatening work so it is hampered again, here too some of the workers are natives here so I as a supervisor usually feel reluctant to reprimand them" (YR, 15/07/2022)

"yes there is a cemetery at our work site, this grave cannot be moved if the rice around the location has not been harvested so it hinders work" (AS, 16/07/2022)

"when it comes to my work, there is no" (R, 17/07/2022)

"as far as I know, there are often land disputes within the community" (SP, 18/07/2022)

“yes, there are often people who come to threaten because of land problems so work is stopped again” (AP, 19/07/2022)

Based on the interviews with the informants, cultural issues such as land disputes and the presence of a cemetery affect their work at PT. Bahana Prima Nusantara. Many workers are local natives, which may lead to reluctance from supervisors to reprimand them. When asked about their satisfaction with the safety of the work environment, the informants stressed the importance of involving security officers and implementing control hierarchy measures for a safer working environment:

“if security is still lacking” (YR, 15/07/2022)

“security at our place is still very lacking because our work location is still in trouble so people often come threatening to bring sharp weapons so workers feel afraid, work is hampered” (AS, 16/07/2022)

“in terms of security, it's still very lacking, because people often come to threaten land disputes” (R, 17/07/2022)

“Security is still very lacking” (SP, 18/07/2022)

“iI am not satisfied with safety because the work location is not safe so cars often overturn because of slippery roads” (AP, 19/07/2022)

From the interviews with the informants, it was found that some were satisfied with the safety of their work environment, while others felt unsafe due to the work location being hazardous, leading to accidents such as car flipping incidents. When asked about the influence of the work environment on implementing the OSH culture, informant YR mentioned that despite the challenges, they continued to apply the OSH culture because it had become a habit:

“none” (YR, 15/07/2022)

Informants AS, R, SP, and AP admitted to sometimes ignoring warnings from OSH supervisors due to a lack of self-awareness regarding safety, not just for themselves but also for other workers. This behaviour could be grounds for implementing sanctions for workers who are negligent in following the OSH culture guidelines:

“yes, for example, if it's raining, the work location becomes muddy, it's uncomfortable to wear safety shoes and if the sun is hot, it's not comfortable to wear a helmet and a vest” (AS, 16/07/2022)

“yes, because my work location is usually above a height, so it's not comfortable to want to wear shoes because the roads are slippery for fear of falling” (R, 17/07/2022)

“If I take a car more often to deliver fuel, it makes me feel hot to wear a vest or shoes” (SP, 18/07/2022)

“I feel stifled when I have to wear a vest on top of a car even though it's required by the supervisor” (AP, 19/07/2022)

Based on the interviews with the informants, it can be concluded that the work environment has a significant influence on their decision not to apply the OSH culture. Many informants feel uncomfortable and hot while working with Personal Protective Equipment (PPE), which affects their compliance with OSH guidelines.

DISCUSSION

Knowledge of Employees on Implementing OSH Culture

Knowledge is a crucial factor influencing one's actions (Notoatmodjo, 2015). Research indicates that knowledge-based behaviour is superior to behaviour not rooted in knowledge, which typically arises after an individual perceives a specific object.

Workers know the importance of using Personal Protective Equipment (PPE) to prevent work accidents, as supported by research by Mahmudah (2021). However, they choose not to adhere to PPE usage due to discomfort and less strict supervision, leading to non-compliance with the Occupational Safety and Health (OSH) culture at work. Mahmudah's study also found that non-compliance with PPE usage among laundry workers is influenced by both intrinsic factors (knowledge and attitude) and extrinsic factors (PPE completeness, comfort, regulations, monitoring, and environment).

The workers' knowledge about the importance of implementing the Occupational Safety and Health (OSH) culture is found to be very good, as observed by the researchers. They are aware of the potential risks that might arise if they do not comply with OSH practices. However, this knowledge does not directly translate to consistent use of Personal Protective Equipment (PPE) while working, mainly due to discomfort experienced by the workers. This aligns with Alfidha and Nuraeni's (2018), statement

that a person's attitude requires additional supporting factors. A complete attitude is formed when three components are fulfilled: beliefs or thoughts, emotional evaluation of objects, and tendencies to act.

The workers' non-compliance with the Occupational Safety and Health (OSH) culture, particularly in not using Personal Protective Equipment (PPE), cannot be solely attributed to them. The supervisory party should enforce stricter rules and implement warnings or sanctions for non-compliance. Regular training or safety talks should also be conducted to emphasize the importance of OSH culture while working. Workers often cite discomfort as the primary reason for not using PPE, including issues like heat, heaviness, sweating, pain, dizziness, and tightness (Mansur, 2019).

This study's findings align with previous research conducted by Kharismasari (2018), which utilized a quantitative observational approach and found that a person's lack of knowledge can impact their performance. Additionally, Widjadja *et al.* (2018), also discovered that knowledge positively influences employee performance. Similarly, Aan Fandreaan Utama (2022), identified that low knowledge of work safety among PTs. Belawan Container Terminal (Pelindo) employees resulted in work accidents and affected employee performance.

Employees' Workload in Implementing OSH Culture

Workload refers to the burden faced by the workforce based on the type of work they perform (Wijaya and Wibawa, 2020). It can be defined as the variance between workers' capacity and the demands of their assigned tasks (Tarwaka, 2019). The workload is determined by workers' responsibilities, as measured against job descriptions and time units, and it can be categorized into high, medium, or light workloads based on specific indicators.

Based on informant interviews, supervisors feel uncomfortable when workers do not follow the Occupational Safety and Health (OSH) culture, while workers feel uncomfortable wearing Personal Protective Equipment (PPE) during work. This discomfort negatively impacts workers' performance. Furthermore, many workers in the company feel burdened with tasks outside their knowledge and abilities, indicating that workload significantly influences the implementation of the OSH culture.

Because the heavier the burden that is imposed on a person can cause stress and reduce one's performance. Because the heavier the burden that is imposed on a person can cause stress and reduce one's performance (Sulastris and Onsardi, 2020).

This study's findings support the research conducted by Chandra and Adriansyah (2017), where statistical tests (F test) indicated that both workload and work stress significantly impact employee performance at PT. Mega Auto Central Finance Langsa Branch. The hypothesis was accepted based on the t and F tests. Likewise, the results of research conducted by Nurhanifah and Susanty (2023), indicate that workload has a significant effect on employee work stress which will affect employee performance at PT. Sipatex Putri Lestari Bandung Regency. Based on the results of the hypothesis test (t-test), it can be concluded that there is a significant relationship between workload and work stress of employees at PT XYZ Bandung Regency. H_0 has been rejected, indicating that workload affects the level of work stress significantly.

The workload is typically determined by company work standards corresponding to the type of work. If employees adhere to these standards, there is no issue. However, working below the standards can lead to an excessive workload, while working above the standards but below the employee's capacity can also strain the employee (Sari, Citra and Sanjaya, 2022). As companies increase their targets, workloads also increase. If these workloads are not appropriately divided, performance may decrease (Jumira, Dangnga and Nuryadin, 2022).

An excessive workload can lead to physical and mental fatigue, as well as emotional reactions such as headaches, indigestion, and irritability. Conversely, a workload that is too small and lacks challenges can cause boredom and monotony. Boredom resulting from having too few tasks or jobs can be harmful and negatively impacts employee performance (Abang, Nursiani and Fanggidae, 2018).

This study's findings align with the research conducted by Lukito and Alriani (2019), which indicates that workload significantly affects employee performance. Tasks assigned to employees are not always aligned with their abilities, leading to an impact on performance. Additionally, the results are consistent with previous research by Paramitadewi (2017), which also found a significant relationship between workload and performance.

Work Environment in the Application of OSH Culture

A good work environment enables people to carry out activities optimally, healthily, safely, and comfortably. Conversely, a bad work environment can hinder the achievement of an effective and efficient work system in the long run (Moulana, Sunuharyo and Utami, 2017).

Informants stated that their work location is very noisy due to car engines, heavy equipment, and aeroplane sounds. To address this issue and reduce the risk of hearing loss in workers, the company should provide Personal Protective Equipment (PPE) such as earplugs or earmuffs. According to Septiana and Widowati (2017), noise-induced hearing loss is a disorder in the form of a decrease in the function of the hearing senses due to exposure to noise with excessive noise intensity continuously for a long time without using ear protection devices.

At the Toraja airport construction site, cultural issues significantly impact worker performance, as many of the workers are indigenous people with strong adherence to local cultural beliefs concerning the surrounding environment. Supervisors often hesitate to reprimand workers in enforcing OSH culture due to these cultural considerations. The construction site is located near Toraja community graves, which cannot be moved until the rice around the area has been harvested to avoid affecting the harvest's quality, according to the Toraja people's belief. Additionally, the removal of ancestral graves necessitates traditional ceremonies, further complicating the situation and making supervisors reluctant to enforce OSH culture strictly among the workers. This research reveals results that are consistent with previous findings by Gaya, Seran and Fernandez (2022), which show that local wisdom or culture (X3) has a positive and significant impact on employee performance (Y).

Interviews with informants revealed that the work environment significantly influences their compliance with Occupational Safety and Health (OSH) culture, as they feel uncomfortable wearing Personal Protective Equipment (PPE) while working. According to Praditya, Ariefiantoro and Suryawardana (2019), the work environment plays a crucial role in enhancing employee performance, as it directly impacts how employees complete their tasks. The company's noisy work location necessitates actions to address the noise issue, such as muffling, insulating, planting trees, or creating

artificial hills, as the noise threshold for workers with an 8-hour daily work duration should not exceed 85 dB.

Environmental factors that directly affect work processes, such as excessive pressure on work schedules, inadequate safety equipment, and insufficient training and supervision, play a crucial role in worker safety (Widhiastuti, Yuliasih and Kurniawan, 2021). Sarasanty (2017), highlights the importance of cultivating a blame-free work environment within the company when accidents occur to workers, which fosters a positive safety culture. Safety culture involves a combination of attitudes, norms, and worker perceptions regarding work safety. Understanding workers' perceptions of the work environment can provide insights into the social aspect of safety culture (Setiono, 2018).

A safe work environment has a significant impact on employee morale and performance. However, in this company, there are frequent disputes, and local people sometimes threaten the workers, leading to feelings of insecurity. Security in this context refers to the physical work environment's safety. When the workplace is not safe, workers become restless, struggle to concentrate on their tasks, and experience a decline in morale (Daulay, 2018). To improve the situation, the company must continuously strive to establish and maintain a safe working conditions and atmosphere to ensure employees feel happy and comfortable in their workplace.

The study's findings align with research by Nitisemito (2015), which highlights that a poor work environment can negatively impact employee performance. To promote better cooperation between superiors, subordinates, and colleagues of the same status, companies should foster a family-like atmosphere, encourage good communication, and promote self-control. Research by Potu (2013), also supports these findings, showing that a comfortable and pleasant work environment positively and significantly influences employee performance. A productive work culture is established in such an environment, motivating employees to perform at their best and fulfil their duties effectively.

Research by Simbolon and Nuridin (2017), supports the idea that a comfortable and pleasant work environment fosters a productive work culture, motivating every member to give their best performance and fulfil their duties effectively. These findings are in line with the idea that a safe work

environment significantly influences an individual's performance.

CONCLUSION

From the observations made by the researchers, it can be concluded that the workers are aware of the importance of implementing a culture of Occupational Safety and Health (OSH). However, their performance is significantly affected by the workload, as they feel uncomfortable adhering to OSH practices. Moreover, the work environment at the company's location has a considerable impact on employee performance, and supervisors are reluctant to reprimand workers who do not follow OSH culture due to cultural considerations. To improve the situation, it is recommended that the company enforce stricter regulations and provide warnings or sanctions to workers who do not comply with OSH practices. Additionally, regular training or safety talks should be conducted to enhance workers' understanding of the significance of implementing OSH culture during their work.

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