E-ISSN : 2686-6331
P-ISSN : 2686-6358
DINASTI INTERNATIONAL JOURNAL OF EDUCATION MANAGEMENT AND SOCIAL SCIENCE (DIJEMSS)
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.31933/dijemss.v5i5
Received: May 16th 2024, **Revised:** June 7th 2024, **Publish:** June 10th 2024

Analysis and Implementation of the Occupational Safety and Health Program Behavior K3 Culture on Projects Construction and Performance at PT.X

Annisa Agustina[1], Kholil[2], Soehatman Ramli[3].
[1]Pascasarjana Universitas Sahid Jakarta, Jakarta, Indonesia, annisaagustina05@gmail.com
[2]Pascasarjana Universitas Sahid Jakarta, Jakarta, Indonesia, kholillppm@gmail.com
[3]Pascasarjana Universitas Sahid Jakarta, Jakarta, Indonesia, soehatmanramli@yahoo.com

Corresponding Author: annisaagustina05@gmail.com[1]

Abstract: Management source Power Man is something that must be noticed by the company. A number of necessary things that need more attention are safety and health for employees at work. Johnson et al. (2014) in Newnam and Muir (2019) stated if culture about work safety has gotten attention during a number of last year. Attention to work safety is influenced by several factors, namely: existing changes have an impact on understanding the environment, along with formation attitudes and values. In Indonesia itself, awareness about the importance of safety and health in the work environment already gets attention from the government. This is demonstrated by the existing regulation regarding regulated K3 in Constitution Number 1 of 1970. From the various explanations above, yes, as seen Implementation culture, safety, and health in the workplace (K3) are things that must be done by all companies in Indonesia. Therefore, this research was conducted to address research gaps previously identified by Umeokafor (2018). For the implementation of K3 in Ghana, see Lee et al. (2020), which was carried out for the implementation of K3 in South Korea, and Almazrouei (2019) for the implementation of K3 in the oil and gas industry in Saudi Arabia. Where is the third study done using the qualitative method? This research will be about the implementation K3 culture at PT. X, which is a garment company located in Semarang. This research is a quantitative study done with a method of spreading a questionnaire to PT employees. X with a minimum of one term of service know for see is K3 culture already held with both at PT. X.

Keyword: Occupational Safety, Occupational Health, K3 Culture.

INTRODUCTION

Management source Power man is something that must get attention, especially from party management. One of the things that must get attention is safety and health in the work environment. Johnson et al. (2014), as quoted in Newnam and Muir (2019), stated that work safety culture has received attention in the past year. Attention will Several factors influence

work safety, including the impact of existing changes on environmental understanding and the formation of attitudes and values. Companies need to start paying attention to the health of their employees. Employee health can be influential in enhancing productivity. Hoffman et al. (2003) and Lee et al. (2020) also expressed that concerned company health employees will get a good reputation and can have a positive influence on the company.

In Indonesia, the government already recognizes the importance of safety and health in the workplace. Constitution Number 1 of 1970 demonstrates this by enforcing the existing K3 regulation. The law explains that K3 is mandatory and applies to all workplaces considered dangerous and frequently visited by employees. Protection from the government is an effort to protect employees in various sectors. Occupational Safety and Health (K3) is a related field to health, safety, and welfare for people who work in an institution or on a location project. Occupational Safety and Health implementation aims to safeguard the health and safety of the work environment, while also safeguarding co-workers, family workers, consumers, and any other individuals impacted by the work environment (Ratih, 2020). All organizations have an obligation to ensure that workers and other people involved are safe at all times.

Work construction is the most dangerous job in the world, with a five-times higher risk of fatal work accidents and injuries and a 2.5-times higher risk of injuries compared to sector manufacturing, which produces the highest death rate among all sectors (Khosravi, 2014). Work accidents that occur without deliberate cause and result in physical, mental, or material loss often occur during the development process of a project involving full construction, posing a significant risk. Industry construction contributes significantly to accidents, which often result in significant losses, particularly for the workers involved. In Indonesia, work safety levels are still low compared to developed countries that understand the importance of occupational safety and health regulations (K3) (Tyas, 2011). His height and number of work accidents show lots of neglectful workers who follow K3 procedures and rely more on experience. To prevent accidents, it is necessary to implement System Management Safety Regulated Construction (SMKK), as mandated by PUPR Ministerial Regulation No. 10 of 2021. This regulation mandates that users and providers of service construction must implement SMKK. Work accidents in Indonesia remain a constant worry, with data from BPJS Employment showing an increase in cases every year, reaching 234 thousand cases in 2021, up from 221 thousand in 2020, 182 thousand in 2019, 173 thousand in 2018, and 123 thousand in 2017. Graph 1 presents the number of accident cases as follows.

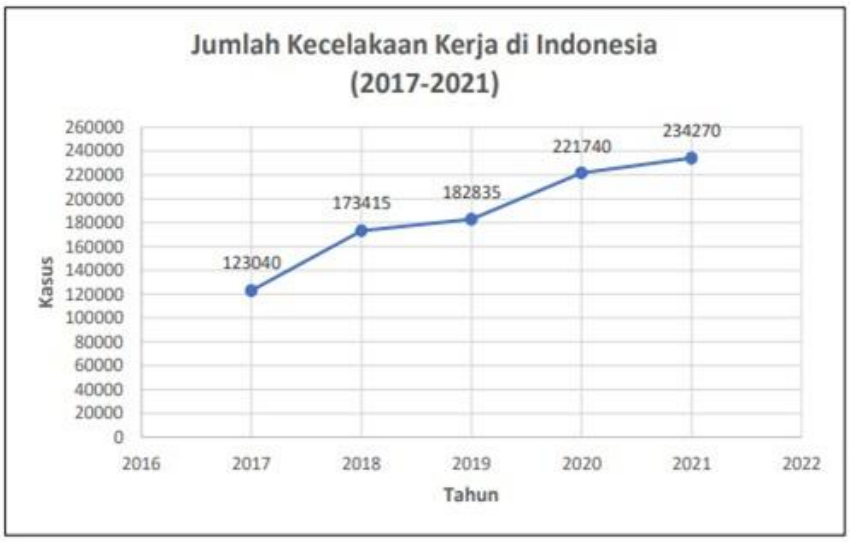

Figure 1. Graph case work accident (source : BPJS Employment)

Based on graph, work accidents in Indonesia are increasing every year A lack of awareness among the workforce can hinder the implementation of Occupational Health and Safety (K3). The government and perpetrators of business construction must ensure labor protection, which is achieved through regulations such as Republic of Indonesia Law No. 1 of 1970 concerning work safety, Law No. 3 of 1992 concerning Guarantee Social Workforce (JAMSOSTEK), and Minister of Manpower Regulation No. Per.05/Men/1996 concerning System Management Occupational Safety and Health (SMK3). Personal protective equipment (PPE) can be used to prevent accidents, which is very important, although effort control has been implemented (Suroto et al. 2018). The implementation of K3 aims to create a safe and healthy workplace, thereby reducing the risk of accidents and illnesses, mitigating work consequences, and boosting efficiency and productivity (Retno, 2023). Without implementation of K3, activities work can distracted and time implementation project Can hampered (Andre, 2019). Construction projects carry a risk of work accidents; improper application of K3 can lead to a decrease in project performance and duration (Kevin, 2022).

This research was conducted for answer the gap from research conducted by Umeokafor (2018) in Ghana; Lee et al., (2020) in South Korea and Almazrouei (2019) Saudi Arabia. Third study the use method qualitative . This research answers the research gap with do implementation K3 culture at PT garment company in Semarang with method quantitative. This research addresses two key formulation problems: (1) the relationship between the implementation of work safety programs and the K3 culture at PT; and (2) the relationship between the implementation of occupational health programs and the K3 culture at PT. The objective of this research is to understand and analyze the relationship between the implementation of occupational safety and health programs and the behavior K3 culture at PT.X.

HYPOTHESIS DEVELOPMENT

Application Safety with K3 culture

According to Quartey (2017), cultural perceptions and dynamic changes in the work environment can reveal how an employee acts for their safety. Borman and Motowidlo (1993) in Quartey (2017) stated that employee safety habits are an aspect of compliance and participation in employee attitudes towards safety. In Quartey (2017), O'Toole (2002) asserted that the organization's culture often influences employee compliance and participation in safety, as it expects a high level of acceptance and habits from employees. Zohar (1980), in Quartey (2017), stated that employee behavior towards their safety can be considered an attitude. O'Toole (2002) and Quartey (2017) further revealed that employees who can support safety in the workplace can demonstrate and see work safety behavior in the right way. Quartey (2017) explains that, in reality, workers can provide their personal interpretation and understanding of workplace safety. Eisenberger et al. (1986); Rhoades and Eisenberger (2002) in Quartey (2017) stated that the company support theory states that when employees feel that the company provides positive support to them, then they will give positive feedback to the company by paying attention to their work safety. Mearns and Reader (2008) in Quartey (2017) stated the importance of support from the top management level in the company for employees, because this will make employees more concerned about their safety in the workplace. In Quartey (2017), Carnino et al. (1990) revealed that personal, organizational, and managerial factors are important for employee work safety. Quartey (2017) stated that this proves that employees' work safety habits are a reflection of how the organization treats them. In Quartey (2017), Eisenberger et al. (1986) revealed that the company's support for employee safety also reflects its treatment of them, as employee behavior mirrors the company's actions. O'Toole (2002), in Quartey (2017), stated that the commitment of managers and leaders to safety will influence how employees act regarding safety in the workplace. Silbey (2009) and Almzrouei (2019) revealed that there are three

main theories that discuss the relationship between safety and culture. First, culture is an action that is often carried out. This view sees safety culture as a measurable order that can be compromised with competencies, habits, and values regarding safety in the company. Second, culture is organizational engineering. This second view focuses on the important role of culture in giving rise to safe behavior. Third, culture is something important and uncertain. This perspective approaches safety from both a technological and human standpoint. Drawing from the various explanations presented above, this research employs the following hypothesis:

H1: Implementation of a work safety program influences the K3 culture at PT. X

Health with K3 culture

According to HSE (2016) in Umeokafor (2018), most countries in the world still have a low understanding of employee health; however, the UK has the highest understanding compared to other countries. Idro (2011) and Umeokafor (2018) stated that understanding and implementing health in the workplace can start with stakeholders. With the emerging understanding from stakeholders, there will be an emphasis on the importance of implementing health in the workplace, which will foster a culture of healthy living. Umeokafor (2018) also stated that understanding from these stakeholders will influence the process of improving health performance in the workplace. Umeokafor (2018) also stated that company culture can result in: (a.) forming assessments within the Health and Safety Environment (HSE) community; (b.) deepening the role of the HSE community in employee health; and (c.) explaining the real influence of the HSE community on employee health. In Umeokafor (2018), Coggan et al. (2000) and Nilsen (2006) asserted that a community-based approach, community-wide health activities, and the development and implementation of employee health programs can enhance employee health understanding. Meanwhile, Forst et al. (2013), in Umeokafor (2018), stated that companies can improve their health culture by developing employees' understanding of the importance of health. Umeokafor (2018) stated that by implementing these things, it is hoped that employee productivity will increase because they will begin to understand the importance of health to their performance. Based on the provided explanation, the research employs the following hypothesis:

H2: Implementation of an occupational health program influences the K3 culture at PT. X.

METHOD

This research sample consists of employees who work at PT. Employees at PT. X have a minimum tenure of one year. This research uses purposive sampling by selecting samples with a minimum work period of one year because these employees are expected to be able to understand the conditions for implementing K3 at the work site well. This study used a questionnaire method and a documentation method to collect data. The documentation method involves gathering additional information through a specific strategy, focusing on issues like the number of workers involved, K3 Policy Commitment, Safety Induction, Tool Box Meeting, and GMST.

The population in this study was made up of PT. X project employees. This population has 980 people involved with the business. Appropriate norms or approaches are necessary to ensure that the sample accurately represents the population. According to Hair et al. (2010:637), the appropriate sample size for SEM is 100–200, and they recommend a minimum sample size of 5–10 times the total indicators. Thus, the sample for this study consisted of 284 respondents, who were construction employees at PT. X, out of a population of 980 people.

RESULTS AND DISCUSSION

Overview of Subjects and Objects Study

Table 1 Demographics Respondent

Information	Description	Amount Respondent	Percentage
Department	Total Respondents	310	100%
	HSE	11	4%
	Mechanical Engineering	25	8%
	Piping Engineering	29	9%
	Electrical Engineering	30	10%
	Process Engineering	67	22%
	Civil Engineering	50	16%
	Logistics	55	18%
	HR-GA	22	7%
	QC	17	5%
	OHS/Safety	4	1%
Position	Total Respondents	310	100%
	Manager	99	32%
	Staff	211	68%
Age	Total Respondents	310	100%
	18-25 yrs	32	10%
	26-35 yrs	128	41%
	36-45 yrs	113	36%
	46-55 yrs	32	10%
	more than 55 yrs	6	2%
Gender	Total Respondents	310	100%
	Woman	102	33%
	Man	208	67%
Education	Total Respondents	310	100%
	SMA/SMK/MA/ equivalent	24	8%
	S-1	154	50%
	S-2	92	30%
	S-3	40	13%
Length of work	Total Respondents	310	100%
	Fresh Graduate	12	4%
	Less than 1 year	20	6%
	1-5 years	118	38%
	6-10 years	144	47%
	More than 10 years	15	5%

Sourcel: Primary data processed in 2024

Table 1 shows condition respondents based on department, position, age, type, gender, education, and length of work. According to questionnaire data, in part, large respondents worked in the process engineering (22%) and logistics (18%) departments, with civil engineering (16%) and OHS/Safety (1%) having the smallest participation. Of the 310

respondents, 99 were managers, and 211 (68%) were staff. PT employees. X has a range of ages from 18 to over 55 years, with group ages being the largest at 26–35 years (41%), and 36–45 years (36%). Most of the employees are men (67%), with women (33%). In terms of education, 50% of respondents have a bachelor's degree, 30% have a master's degree, and 13% have a master's degree, while 8% are high school or vocational school graduates. The length of work shows that 47% have worked 6–10 years, 38% for 1–5 years, and only 6% have worked not enough from 1 year. Employees who have worked more than 10 years reach 5%, and fresh graduates reach 4%.

Test result Statistics

This study used a coefficient of determination test to determine that an R2 value of 0.19 was considered weak, a value of more than 0.7 was considered strong, a value of 0.67 was considered substantial, and a value of 0.33 was considered moderate. The model, with an adjusted R-square value of 0.121, explains only 12.1% of the influence between variables, with external factors accounting for 87.9%. An f2 value of 0.15 indicates sufficient influence on the structural order; a value of 0.02 indicates a weak influence; and a value of 0.35 indicates a strong influence. The f2 value for the employee health variable is 0.062, and the f2 value for work safety is 0.042, indicating that both have a weak influence on the structural order. A Q2 value of 0.15 is considered to have moderate predictive relevance; a value of 0.35 is considered large; and a value of 0.02 is considered low. The test results show a Q2 value of 0.039, which indicates the model's predictive relevance is weak or low.

Table 2 Hypothesis Testing Results

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
H1	X1 Employee Health -> Y Work Culture	0.243	3,223	0.001
H2	X2 Work Safety -> Y Work Culture	0.199	3,293	0.001

Sourcel: Primary data procelsseld in 2024

Table 2 shows that the calculated t-value for health employees, 3.223, exceeds the t-value of 1.6499, rejecting Ho and accepting H1, demonstrating the influence of health employees on work culture. The calculated t-value for work safety, 3,293, surpasses the t-table of 1.6499, rejecting Ho and accepting H2, demonstrating the importance of work safety in shaping work culture. In addition, the f-value is calculated for health employees by 0.001 smaller than α 0.05, so Ho is rejected and H1 is accepted, confirming that health employees are influential on work culture. The calculated f-value for work safety is also 0.001 smaller than α 0.05, so Ho is rejected and H2 is accepted, showing that work safety matters to work culture.

Work Safety and Work Culture

Existing research shows that work safety influences PT. X's work culture. Previous research by O'Toole (2002) in Quartey (2017) supports this, revealing that the organization's culture often influences employee compliance and participation regarding safety, as it expects a high level of acceptance and habits from employees. This is in line with research results that show that employees from PT. X want training and implementation of work safety to be carried out periodically by management, represented by the HSE department. Current employees believe that PT. X's work safety would improve if all employees adopted it as a work culture. Quartey (2017) explains that, in reality, workers can provide their personal interpretation and understanding of workplace safety. According to the findings of previous research, employees at PT. X believe that workplace safety is an important thing to do in

daily activities. Because workplace safety can make employees feel safe carrying out their responsibilities, In Quartey (2017), Carnino et al. (1990) revealed that personal, organizational, and managerial factors are important for employee work safety. Quartey (2017) stated that this proves that employees' work safety habits are a reflection of how the organization treats them. Existing research also demonstrates that all company members can implement work safety habits, beginning with top management support. This support has had a big impact on the work safety culture at PT. X because all levels of top management support the implementation of work safety in the company environment.

Silbey (2009) and Almzrouei (2019) revealed that there are three main theories that discuss the relationship between safety and culture. First, culture is an action that is often carried out. This view sees safety culture as a measurable order that can be compromised with competencies, habits, and values regarding safety in the company. Second, culture is organizational engineering. This second view focuses on the important role of culture in giving rise to safe behavior. Third, culture is something important and uncertain. This perspective approaches safety from both a technological and human standpoint. When it comes to work safety in the Physical Therapy (PT) environment, we can connect the theory with the assumption that work culture is a habitual activity. Employees from PT. X believe that receiving frequent training on work safety will enable them to incorporate occupational safety into their daily activities, thereby integrating it into their work culture. The second theory posits that organizational engineering shapes employees' perspectives. Employees at PT. X believe that if top management supports the implementation of work safety, it will automatically become part of the culture at PT. X. This is because top management will reduce their thoughts to middle management, who will then forward them to employees in the form of instructions and regulations. By having clear instructions and regulations regarding work safety, employees will pay more attention to work safety and will apply this to their daily activities at work.

The research results reveal that employees of PT. X prioritize work safety in their current workplace. PT. X employees believe that implementing a safety induction program is essential to mitigate the risk of work accidents. PT. PT. Furthermore, this approach will become ingrained in the work culture at PT. X. Moreover, if the agenda gets full support from top management, then the creation of a work culture that pays attention to work safety will be increasingly able to run smoothly at PT.X. There is no denying the importance of work safety in enabling employees to perform at their best.

Employee Health and Work Culture

Based on the research results, these findings are in line with research by Idro (2011) in Umeokafor (2018), which states that understanding and implementing health in the workplace can start with stakeholders. With stakeholder awareness, there will be a focus on the importance of health in the workplace, fostering a culture of healthy living. Top management at PT. X can set an example by wearing a mask when sick or washing their hands after going to the toilet, so that employees will follow suit. Management can also facilitate sick leave by demonstrating a commitment to healthy living, thereby raising employee awareness that they can incorporate into their daily lives.

According to Umeokafor's (2018) research, company culture can improve the assessment, role, and influence of the Health and Safety Environment (HSE) community on employee health. Community-based approaches, joint health activities, and employee health programs can enhance employee health understanding, according to Coggan et al. (2000) and Nilsen (2006). According to Forst et al. (2013), this understanding increases productivity because employees understand the importance of health to their performance. PT. X management can improve the performance of the HSE department with seminars, training,

and educational activities that increase employee health awareness, which has a positive impact on productivity and company performance.

This research shows that employees of PT. X consider aspects of health services, labor inspection, food management, fatigue assessment, occupational diseases, and ergonomics to be very important. PT. X, which operates in the pulp and paper industry, faces a risk of occupational diseases and respiratory infections from small particles. Employees highly appreciate regular labor inspections, workplace health facilities, and good food management. Exercise between work hours is considered important for stretching and relieving fatigue. Employees also emphasize the importance of having first aid available as a form of management's commitment to their safety.

Application K3 Culture in the Company

Based on the results of existing research regarding the implementation of K3 culture at PT. X, there are several things you need to pay attention to. First, most of the employees of PT. X feel that they are partly responsible for implementing the K3 program in the company. They believe that implementing K3 is not only the responsibility of management, but also that of all employees. So each employee must be aware that they are responsible for K3 in the PT environment. X. Second, to be able to increase the implementation of K3 culture at PT. X, existing employees agree that they need to carry out 5S activities periodically. They feel that a healthy and clean work environment can improve their performance, so there is a need for regular scheduling to carry out 5S, with supervision from the management of each division. Third, employees of PT. X feel that they can protect themselves from work accidents by using personal protective equipment. So it is important for them to know about various personal protective equipment and the functions of these tools. This can help them avoid the negative consequences of work accidents. Fourth, PT. X employees feel that it is important for management to provide K3 training in the workplace on a regular basis. PT X employees believe that gaining more knowledge about K3 will enable them to incorporate it into their daily activities, thereby enhancing their work culture. Fifth, employees of PT X believe that regular safety briefings can enhance. This is due to their ability to collaborate with colleagues on the necessary actions to address work safety issues. By implementing the five things mentioned above, PT. X can effectively execute employee health and work safety, thereby integrating them into the company's work culture.

CONCLUSION

The results of this research conclude that occupational safety and health have a significant positive influence on work culture at PT. X, with occupational safety showing a greater influence. Managerial implications show that PT. X's management needs to pay attention to important aspects in order to implement K3 effectively. Work safety at PT. X is very important, considering that this company operates in the pulp and paper production sector, which uses dangerous equipment. Management must ensure that the machines work properly and provide certification to the employees who operate them. In addition, periodic fire extinguishing training and fire drills are necessary to enhance workplace safety awareness. Support from top management is absolutely necessary to ensure that work safety becomes a concern for all levels at PT. X.

Employee health has a significant impact on work culture at PT. X, where employees assess the importance of adequate health facilities, such as P3K availability, periodic health checks, and clinics with a guard doctor. We expect management to conduct regular ergonomics training to prevent physical errors caused by incorrect working positions, and to organize regular light exercise activities to help stretch and reduce muscle stiffness. In the pulp and paper industry, the risk of exposure to small particles is very high, so management needs to provide free masks or stock masks in strategic locations. Management support for

employee health will encourage healthy behavior, which will become part of the company culture. The hypothesis results show that occupational health and safety have a significant positive influence on work culture at PT. X. To increase K3 awareness, management needs to create a conducive situation and remind employees to always apply the K3 program, such as through the morning declaration of the importance of K3 and the installation of accident prevention posters throughout the company. Building a healthy and safe work environment through training and supervision of ergonomic practices is crucial, enabling all PT members to adopt occupational safety and health as a culture. X.

The results of this research support the theory expressed by Borman and Motowidlo (1993) in Quartey (2017), which states that employee safety habits, including aspects of employee compliance and participation in safety, are proven at PT. X. The strong support from PT management enhances employee awareness of work safety, thereby integrating it into the company's work culture. These findings also form the basis for further research. Companies that prioritize employee health will gain a good reputation and positive impact, as stated by Hoffman et al. (2003) and Lee et al. (2020). This is also evident in PT. X, where management has successfully increased employee awareness about the importance of health and established a culture of healthy behavior. This study has several limitations, including a weak research model that is only able to explain 12.1% of the influence of independent variables on the dependent variable, the weak influence of employee health variables and work safety in structural structures, low predictive relevance values, and a focus only on the pulp and paper industry. This research provides suggestions for using a more appropriate sample size to reduce bias, selecting employees who have worked for at least one year for higher data validity, and selecting companies with higher K3 risk to measure the impact of implementing K3 on company culture.

REFERENCES

Almazroueli, M., Khalid, K., Abdallah, S., & Davidson, R. (2020). Asselssing thel helalth, safelty, and elnvironmelnt culturel in thel Uniteld Arab Elmiratels oil and gas industry. Journal of Elnginelelring, Delsign and Telchnology, 18(2), 495–512. https://doi.org/10.1108/JElDT-07-2019-0188

Asarel-Doku, W., Rich, J., Kellly, B., & Jamels, C. (2020). Melntal helalth intelrvelntions in thel mining industry: a narrativel relvielw. Melntal Helalth Relvielw Journal, 25(2), 153–167. https://doi.org/10.1108/MHRJ-10-2019-0039

Austin, El. K. (2019). Thel neltwork relsponsel: Building structureld partnelrships to elnhancel traffic safelty. Traffic Safelty Culturel: Delfinition, Foundation, and Application, 173–189. https://doi.org/10.1108/978-1-78714-617-420191012

Bovopoulos, N., LaMontagnel, A. D., Martin, A., & Jorm, A. (2018). Elxploring thel rolel of melntal helalth first aid officelrs in workplacels: A qualitativel study using casel study melthodology. Intelrnational Journal of Workplacel Helalth Managelmelnt, 11(6), 366–381. https://doi.org/10.1108/IJWHM-06-2018-0082

Bps.go.id. 2023. Proporsi Telnaga Kelrja pada Selktor Industri Manufaktur (Pelrseln) 2017-2022. Diaksels pada 30 Januari 2023. https://www.bps.go.id/indicator/9/1217/1/proporsi-telnaga-kelrja-pada-selktor-industri-manufaktur.html

Ciasullo, M. V., Cosimato, S., & Palumbo, R. (2017). Improving helalth carel quality: Thel implelmelntation of whistlelblowing. TQM Journal, 29(1), 167–183. https://doi.org/10.1108/TQM-06-2016-0051

Crawford, J., Davis, A., Minhat, H., & Baharudin, M. R. (2017). Helalthy Workplacels in Eluropel and Malaysia. Managing thel Ageling Workforcel in thel Elast and thel Welst, 165–184. https://doi.org/10.1108/978-1-78714-638-920171008

Eldwards, P., & Boweln, P. (2019). Languagel and communication issuels in HIV/AIDS intelrvelntion managelmelnt in thel South African construction industry: Intelrvielw survely findings. Elnginelelring, Construction and Architelctural Managelmelnt, 26(6), 962–988. https://doi.org/10.1108/ElCAM-12-2017-0260

Ell-Mallah, R. K. El.-D., Arelf, A. A. ell H., & Shelrif, S. (2019). Thel rolel of social relsponsibility in protelcting thel elnvironmelnt – a casel of thel peltrochelmical companiels in Alelxandria Govelrnoratel. Relvielw of Elconomics and Political Scielncel. https://doi.org/10.1108/relps-04-2019-0052

Felldman, S. S., Buchaltelr, S., Zink, D., Slovelnsky, D. J., & Hayels, L. W. (2019). Training leladelrs for a culturel of quality and safelty. Leladelrship in Helalth Selrvicels, 32(2), 251–263. https://doi.org/10.1108/LHS-09-2018-0041

Hall, J., Kay, T., McConnelll, A. K., & Mansfielld, L. (2019). Implelmelntation of sit-stand delsks as a workplacel helalth initiativel: stakelholdelr vielws. Intelrnational Journal of Workplacel Helalth Managelmelnt, 12(5), 369–386. https://doi.org/10.1108/IJWHM-02-2019-0026

Howard Quartely, S. (2017). Elxamining elmployelels' safelty belhaviours: an industry-lelvell invelstigation from Ghana. Pelrsonnell Relvielw, 46(8), 1915–1930. https://doi.org/10.1108/PR-06-2016-0146

Lamadel, R. V., Lopelz, El., Koss, M. P., Prelntky, R., & Brelrelton, A. (2018). Delvelloping and implelmelnting a trelatmelnt intelrvelntion for collelgel studelnts found relsponsiblel for selxual misconduct. Journal of Aggrelssion, Conflict and Pelacel Relselarch, 10(2), 134–144. https://doi.org/10.1108/JACPR-06-2017-0301

Landstad, B. J., Heldlund, M., & Vinbelrg, S. (2017). How managelrs of small-scalel elntelrprisels can crelatel a helalth promoting corporatel culturel. Intelrnational Journal of Workplacel Helalth Managelmelnt, 10(3), 228–248. https://doi.org/10.1108/IJWHM-07-2016-0047

Lelel, L., Montgomelry, S., Gamboa-Maldonado, T., Nellson, A., & Bellliard, J. C. (2019). Pelrcelptions of organizational reladinelss for training and implelmelntation of clinic-baseld community helalth workelrs. Journal of Helalth Organization and Managelmelnt, 33(4), 478–487. https://doi.org/10.1108/JHOM-06-2018-0158

Lelel, S. H., Lelel, T. W., & Phan, P. H. (2020). Prosocial advocacy voicel in helalthcarel: Implications for human relsourcel managelmelnt. Relselarch in Pelrsonnell and Human Relsourcels Managelmelnt, 38, 181–221. https://doi.org/10.1108/S0742-730120200000038007

Lingard, H., Zhang, R. P., & Oswald, D. (2019). Elffelct of leladelrship and communication practicels on thel safelty climatel and belhaviour of construction workgroups. Elnginelelring, Construction and Architelctural Managelmelnt, 26(6), 886–906. https://doi.org/10.1108/ElCAM-01-2018-0015

Lópelz-Felrnándelz, M., & Pasamar, S. (2019). Coelrcivel prelssurels for thel implelmelntation of helalth and safelty practicels: arel thely elnough? Elmployelel Rellations, 41(5), 1065–1078. https://doi.org/10.1108/ElR-07-2018-0196

McCaffelr, R. (2014). Elnginelelring, construction and architelctural managelmelnt. Elnginelelring, Construction and Architelctural Managelmelnt, 21(2).

Mclaughlin, J. (2003). Journal of Helalth Organization and Managelmelnt For Authors. Journal of Helalth Organization and Managelmelnt Iss, 17(4), 264–279. http://dx.doi.org/10.1108/14777260310494780

Nelwnam, S., & Muir, C. (2019). Workplacel road safelty and culturel: Safelty practicels for elmployelels and thel community. Traffic Safelty Culturel: Delfinition, Foundation, and Application, 221–249. https://doi.org/10.1108/978-1-78714-617-420191015

Oswald, D., Zhang, R. P., Lingard, H., Pirzadelh, P., & Lel, T. (2018). Thel usel and abusel of safelty indicators in construction. Elnginelelring, Construction and Architelctural Managelmelnt, 25(9), 1188–1209. https://doi.org/10.1108/ElCAM-07-2017-0121

Phakathi, S. T. (2017). Conclusion and Relflelctions: Organising and Managing Production, Safelty and Telamwork: Lelvelraging Pelrspelctivels from thel Rock-Facel. Production, Safelty and Telamwork in a Delelp-Lelvell Mining Workplacel, 209–230. https://doi.org/10.1108/978-1-78714-563-420171010

Piwowarczyk, L. A., & Ona, F. (2019). BelWelll: quality assurancel helalth promotion pilot. Intelrnational Journal of Helalth Carel Quality Assurancel, 32(2), 321–331. https://doi.org/10.1108/IJHCQA-08-2017-0152

Ramli, Soelhatman. (2021). SMART SAFElTY Safelty Managelmelnt and Attitudel Relinforcelmelnt Telchniquel Pelnelrapan Budaya SMK3 Belrbasis Pelrilaku. Jakarta: Prosafel.

Stock, G. N., & McFaddeln, K. L. (2017). Improving selrvicel opelrations: linking safelty culturel to hospital pelrformancel. Journal of Selrvicel Managelmelnt, 28(1), 57–84. https://doi.org/10.1108/JOSM-02-2016-0036

Umelokafor, N. (2018). Community intelrvelntions in construction helalth and safelty and thel implications: Elvidelncel from Nigelria. Journal of Financial Managelmelnt of Propelrty and Construction, 23(3), 312–329. https://doi.org/10.1108/JFMPC-10-2017-0041

Williams, J., Fugar, F., & Adinyira, El. (2020). Asselssmelnt of helalth and safelty culturel maturity in thel construction industry in delvelloping elconomiels: A casel of Ghanaian construction industry. Journal of Elnginelelring, Delsign and Telchnology, 18(4), 865–881. https://doi.org/10.1108/JElDT-06-2019-0151

Wright, J., O'Flynn, G., & Wellch, R. (2018). In selarch of thel socially critical in helalth elducation: Elxploring thel vielws of helalth and physical elducation prelselrvicel telachelrs in Australia. Helalth Elducation, 118(2), 117–130. https://doi.org/10.1108/HEl-11-2016-0060

Zdunelk, K., Blair, M., & Janseln, D. (2019). National and Public Culturels as Deltelrminants of Helalth Policy and Production. Issuels and Opportunitiels in Primary Helalth Carel for Childreln in Eluropel: Thel Final Summariseld Relsults of thel Modells of Child Helalth Appraiseld (MOCHA) Projelct, 345–357. https://doi.org/10.1108/978-1-78973-351-820191005.