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**A QUALITATIVE APPROACH OF EVALUATING HEALTH AND SAFETY PROGRAM  
(CASE STUDY: PT HUTAMA KARYA MANADO)**

*PENDEKATAN KUALITATIF DALAM MENGEVALUASI PROGRAM KESEHATAN DAN  
KESELAMATAN (STUDI KASUS: PT HUTAMA KARYA MANADO)*

By

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**Abstract:** Humans or employees play a very important role in the production process activity in the company, in addition to the machinery and raw materials. So human beings as employees need to feel safe and guaranteed while they work, it's not only concerns the prevention of loss of these employees but also to maintain the attitude of cooperation and work ability of these employees. This study aims to analyze the implementation of health and safety program at PT. Hutama Karya Branch Manado. This research utilizes descriptive qualitative method Populations and samples in this study are the leaders and employees of PT Hutama Karya Branch Manado, using snowball technique in collecting sample research from informants. The results of this research describe the occupational safety and health programs implemented by company, that consist of preventive programs and curative programs for occupational health while the providing of self-protection tools, toolbox meeting routine and instruction board for occupational safety. This study concludes that the company's occupational safety and health program have a more positive impact and recommends that the company should improve and update the programs and facilities.

**Keywords:** *occupational health, occupational safety, occupational health and safety*

**Abstract:** Manusia atau karyawan memainkan peran yang sangat penting dalam menjalankan suatu proses atau aktivitas produksi dalam sebuah perusahaan, terlebih dalam penggunaan mesin dan alat-alat. Jadi manusia sebagai pekerja perlu merasa aman dan keselamatan mereka terjamin selama mereka bekerja. Tapi bukan hanya sekedar memperhatikan keselamatan para pekerja, namun juga memelihara sikap kerja sama yang baik dari perusahaan dan keahlian para pekerja itu sendiri. Penelitian ini bertujuan untuk menganalisis implementasi program kesehatan dan keselamatan di PT. Cabang Hutama Karya Manado. Penelitian ini menggunakan metode deskriptif kualitatif Populasi dan sampel dalam penelitian ini adalah para pemimpin dan karyawan PT Hutama Karya Cabang Manado, menggunakan teknik snowball dalam mengumpulkan sampel penelitian dari informan. Hasil dari penelitian ini menggambarkan program keselamatan dan kesehatan kerja yang dilaksanakan oleh perusahaan, yang terdiri dari program pencegahan dan program kuratif untuk kesehatan kerja sementara penyediaan alat perlindungan diri, rutin pertemuan toolbox dan papan instruksi untuk keselamatan kerja. Penelitian ini menyimpulkan bahwa program keselamatan dan kesehatan kerja perusahaan memiliki dampak yang lebih positif dan merekomendasikan bahwa perusahaan sebaiknya meningkatkan dan memperbarui program dan fasilitas.

**Kata Kunci :** *kesehatan kerja, keselamatan kerja, kesehatan dan keselamatan kerja*

## INTRODUCTION

### Research Background

Indonesian social insurance provider (BPJS) estimates that every day six workers die at work. On average, every year there are 98,000-100,000 cases of occupational accidents and 2400 cases of which resulted in death. By 2015 the number of work accidents reaches 105. 182 cases and as many as 2,375 cases resulted in the loss of workers' lives.

The data mentioned by BPJS is just a surface of the iceberg of the weakness of occupational health and safety implementation in Indonesia. These data are case data handled by BPJS which currently consists of 19.2 million workers and not yet cover the number of cases of occupational diseases. BPJS reported data that in 2013 that there were 9 people died from accidents, which actually only shows 10% of actual conditions that actually happened. This is related to the condition that not all workers are members of BPJS.

The occurrence of work accidents certainly can harm the company in terms of production processes, both in terms of material and physical. The risks of working accidents faced by the construction workers in industry are the equipment, materials, work, environment and human. Therefore, it is necessary to take measures to prevent the risk of work accident that may occur.

PT Hutama Karya Manado Branch as a company engaged in the construction, uses a lot of equipment and heavy machinery that causes the risk of possible work accidents to be high. The decision to use heavy equipments and machinery affects the health and safety of employees is critical to maintain the effectiveness and efficiency results. Therefore, applying health and safety management is very important because it aims to provide a good and comfortable environment and working conditions and could avoid accidents and occupational diseases.

### Research Objectives

Regarding the problem, which has been formulated, the objective of this research is to evaluate the implementation of Health and Safety program at PT Hutama Karya Branch Manado.

## LITERATURE REVIEWS

### Human Resource Management

Human resource management (HRM) refers to the policies, practices, and system that influence employees' behavior, attitudes, and performance (Noe et al, 2012). Human resource is an important asset and become the most important element to improve competitiveness that must be managed properly, because human resources are the main determinant aspect of the achievement of the company's objectives with high competitiveness.

### Occupational Health

Occupational health is a specialization of health or specialization in medicine and its practice which aims to make the worker or worker society obtain the highest degree of physical or mental health with preventive and curative efforts against diseases or health (Suma'mur, 1996).Cudjoe (2011) states that occupational disease is any illness associated with a particular occupation or industry. Such diseases result from a variety of biological, chemical, physical, and psychological factors that are present in the work environment or are otherwise encountered in the course of employment.

### Occupational Safety

Occupational Safety is the safety associated with machinery, work tools, materials and processing, workplace platform and environment and ways of doing work (Budiono, 1992).

So that work safety is the efforts to prevent unsafe actions or unsafe conditions that could cause accidents in work (Silalahi & Rumondang in Widodo, 2015), and occupational health is defined as healthy condition in work, related to physical fitness and mental fitness (Sedarmayanti, 2011). Occupational health and

safety is important in operational processes in both modern and traditional sectors, if neglected will result in fatal and can harm others and themselves and company.

### **Purpose of Occupational Health and Safety**

Based on the definition of occupational accidents hence the safety and health of workers who say that how to cope with accidents is to eliminate the element of the cause of the accident and conduct strict supervision (Silalahi, 1995). Occupational safety and health basically seek and reveal the possible weaknesses Accident occurrence. This function can be done in two ways, namely to reveal the cause and effect of an accident and examine whether the control is carefully done or not.

### **Health and Safety Implementation**

The performance of each healthy and non-healthy worker is the result of three occupational health components: work capacity, workload and work environment that can be an additional burden on workers. When the three components are harmonious then it an optimal working health and increased productivity can be achieved. Conversely, lack of harmony can cause problems to occupational health in the form of illness or accidents due to work which will eventually decrease work productivity (Mangkunegara, 2002).

#### **a. Working Capacity**

The health status of workers in Indonesia is generally not satisfying. From several research, findings say that 30-40% of workers are less protein calories, 30% suffer from nutritional anemia and 35% iron deficiency without anemia. This conditions do not allow workers to work with optimal productivity. This is exacerbated by the fact that the workforce is still largely filled by workers who have many limitations, so that in doing their work, they may often face constraints.

#### **b. Workload**

Workload problems could also affect worker's health and mental condition. A changing pattern of work can lead to increased fatigue, due to changes in the biorhythmic (rhythm of the body), and this is asserted by the study of Firmana & Hariyono (2013) that workers with night shift are more prone to stress. Another factor related to workload and workers condition is the amount of workload. Kusuma & Soesatyo (2014) explains that workload amount has significant impact towards worker's stress problem. This psychological burden in the long term can cause disturbances on one's health condition

#### **c. Working Environment**

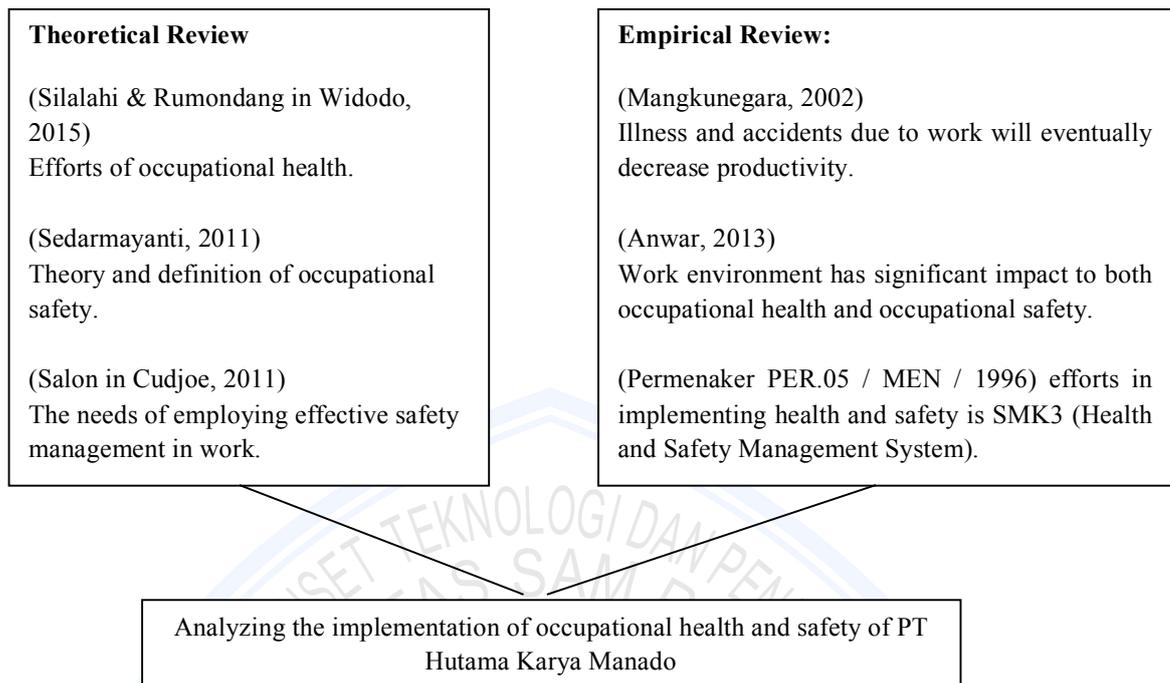
The work environment if it does not meet the requirements can affect occupational health can cause Occupational Accident, Occupational Disease & Work Related Diseases. Anwar (2013) explains that work environment has significant impact to both occupational health and occupational safety. Even further, the more conducive a working environment is for the workers, the safety and health in work will be significantly better.

### **Previous Research**

Norine, Zenon and Mbabazize (2016) shows that OHS measures in construction projects help minimizing risk and in due course lift the project completion. The Research also states that most of the employees have no OHS skill and the research recommend improvements of OHS practice during project planning and with the involvement of construction professionals. The research also advises that OHS Management needs be included in the curriculum as an examinable subject for all student undertaking construction related studies. Continuous improvement seminar on OHS management for all professionals is also needed.

Muthuviknesh and Kumar (2014) shows that majority of the employee perceive the present effort taken on safety measures and work environment as adequate yet there are some factors which need to be concerned by the company, which is also suggested by the researcher to ensure hundred percentage safety in congenial work environment which in turn improves the efficiency and confidence of the employees.

## Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Various sources*

## RESEARCH METHODS

### Research Paradigm

The type of this research is qualitative research. Qualitative research is a descriptive research and tend to use analysis with inductive approach. Process and meaning (subject perspective) are highlighted more in qualitative research. Theoretical basis is used as a guide to focus the research in accordance with the facts in the field.

### Place and Time of Research

This research was conducted at PT. Hutama Karya Branch Manado, which located at Maumbi Village, North Minahasa, Manado, North Sulawesi. This research was conducted from Oktober 2017 to November 2017.

### Population and Sample

In qualitative research, populations also known as the social situation. The social situation of this research are all elements that can be seen respondents at PT Hutama Karya Manado Branch. In determining the informant, this research used snowball sampling technique. Snowball sampling is a sampling technique with the help of key-informants. In this case, the researcher only reveals the criteria as a requirement to be sampled (Subagyo, 2006). With this snowball sampling technique, the human resources manager of PT. Hutama Karya Branch Manado, which amounts to one person, will be the key informant to provide further clues as to who the other informants are from the comprehensive employee data. The HRD manager is the official party who set the regulations that directly related to the health and safety of employees.

### Data Collection Method

In this study, data collection techniques conducted by the researcher are as follows:

1. Observation technique

Kusuma (2011) states that observation is a deliberate and systematic monitoring of individual activities under study. Observations are conducted by the author the researcher through of direct visit to the location of research. Researcher observes the research object based on the guidelines that have been prepared in advance, so that later the data is relevant to the desired outcome of the study.

## 2. Interview technique

According to Hancock and Algozzine (2006), interviews are consisted of three types, which are highly structured interview, semi structure interview and unstructured interview. This research uses the semi structure interview. This type of interview is often called focused interview, which involve a series of open questions based on the topic areas the researcher wants to cover, so it is not depend on the question that researcher provided, but it can be developed from question to be more than just the basic question.

## Analysis Method

The process of data analysis conducted by researchers is segmented into following the steps:

### 1. Data reduction

Data reduction is an analysis of data that classifies data in such a way that the final conclusion can be deduced (verification). Data obtained from the direct field is written in detail and systematically each completed data collection. The reports need to be reduced by selecting the main points that fit the focus of the research to make it easy to conclude. Data reduction is done to facilitate the researcher in recovering the data obtained when necessary and assist in providing the code to certain aspects.

### 2. Presentation of data

After the data is reduced, then the next step is the presentation of data. Presentation of data is collecting data or information in structured manner that gives the possibility of drawing conclusions and taking action. Existing data is prepared using narrative text, but it can also a graphic or chart. Presentation of data done with the reason that researchers can master the data and not immersed in the pile. In addition, so that researchers easily understand what has happened and can plan what will be done next.

### 3. Data verification

Verification is the peak of data analysis steps. Conclusions in qualitative research require verification during the study. Verification is intended to generate valid conclusions. Therefore, it is helpful to have a conclusion reviewed by re-verifying the records during the study and looking for patterns, themes, models, relationships and equations for a conclusion.

## RESULT AND DISCUSSION

### Result

#### Coding Categorizing

The coding categorizing section is intended to reduce the obtained data from the interview and to code and categorize the data into a more generalized segments, so the content of this part will be much easier to explain and understand.

**Table 1. Coding Categorization**

Question	Criteria	Description
1	Physical Health program/facility	This answer is divided into two, the physical health program and facility. For health program, the company provides BPJS Ketenagakerjaan as a health insurance program, and they also hold morning exercise every Saturday routinely. For the facilities, the company provides sport game facility such as table-tennis. They also provided fitness equipment.

2	Mental Health program/facility	Generally there is no program to maintain mental health, especially to prevent stress. The company relies on employee relation with fellows.
3	Impacts to work life (motivation, performance)	The informants answers yes, that there is an influence of those facility and program towards work motivation and performance. The employees feel more spirited.
4	Employee perception to health insurance (BPJS Ketenagakerjaan)	The existence of this health insurance makes the employee feel less worried/less stressed about the risk they face or when they fell sick.
5	Company concerns towards employee health	All of the informants feel that the company concerned enough. The company give adequate insurance and facility as expected by the employee.
6	Safety procedure communication	As a form of socialization, the company holds the so-called Safety Talk and the Toolbox Meeting. The company also has installed enough sign board for procedure and instruction and caution.
7	Effectivity of communication	Employees feel that the communication is very easy to understand and implement. The safety talk is held every day and the language is easy to understand. The sign boards are everywhere.
8	Benefit of safety talks	The safety talks creates clearer objectives on what to be accomplished during work, while increasing awareness on work safety, and what to be avoided.
9	Change of Safety Procedure (SOP)	Overall, there is no change since the company(Branch) exist in Manado
10	Company concerns to work safety	The informants in general have positive answers regarding to this. They feel that the safety meetings are held enough, speaking of time, and the facility and tools are enough to complete work while considering safety.

11	Complaints related to Safety SOP	Generally, their answer is no for this question.
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Source : Interview Results

Table 1 shows coding categorizing of each question answered by the informants. The results has been generalized and are discussed in more detail below. The findings above are used in analysis describe and explain how the occupational health and safety program is implemented in PT Hutama Karya Branch Manado.

## Discussion

### Occupational Health Program in PT Hutama Karya Branch Manado

Those basic ground provide us clear direction to discuss about the occupational health program, which can be divided into preventive and curative programs.

#### 1. Preventive Programs

There are several preventive programs that are being implemented in PT Hutama Karya Branch Manado in order to achieve the highest degree of health. The first is the providing of sport and fitness facilities. The company provide table-tennis arena for its employees, as a part of sport facilities. Employees in PT Hutama Karya Branch Manado could use this facility after work hours and weekends fully. Table-tennis is also a form of competitive sports that encourages employees to train cardiovascular health while at the same time, experience the fun and competitive aspects of the sport. PT Hutama Karya Branch Manado also provide fitness facilities, or the so-called gymnasium that consisted by exercise equipment that could also be used by employees during weekdays and after work hours. This encourages the employees to stay in shape and maintain health condition. The fitness equipment in this company is considered as basic and not as adequate as the real gymnasium that promotes membership.

In the company, to complete the fitness and sports facility, PT Hutama Karya Branch Manado also holds routine morning exercises every Saturday. This is mandatory and all of the employee should be involved. This morning exercises are held together to promote health discipline across all division and employee in the company.

Second part of preventive programs in this company is the control and supervising of the cleanliness of the workplace. The company provides sanitation facility such as hand-washing corner, sanitation and toilet. These facilities are being supervised every four hours and being sanitized at every end of operation activity. The company also pay strict attention to prevent cross-contamination to occur. There are procedures that explains that the food supplier, for food that is being provided inside the office, to have received basic training of food sanitation. In the site, if any food is processed for the worker, the people who cook the food should use equipment and follow certain procedure to prevent any food contamination.

#### 2. Curative Programs

In curative programs, PT Hutama Karya Branch Manado provided its employee both health facilities and health insurances. For health facilities, this company provides a first aid center, which storages any first aid equipment to aid injured workers. This first aid is mandatory and serves as the basic help for injured workers before brought to doctors or hospital.

Second, PT Hutama Karya Branch Manado also provides its employee with health insurance. The health insurance is BPJS Ketenagakerjaan. It is a government program and is a mandatory program for every company in Indonesia to have to aid their employee. The BPJS Ketenagakerjaan is a contributory social insurance and mandatory saving cover civil servants, armed forces personnel, police personnel and formal sector employees. The social security benefits consist of healthcare and maternity, old-age benefits, death benefits and workplace accident benefits. This is also called in as "Jaminan Kesehatan dan Keselamatan Kerja". The amount of insurance is dependent to the value of the project held by PT Hutama Karya Branch Manado.

These two programs, the curative and preventive programs which have working in the company. Employees in this company have admitted that the program of achieving occupational health has made them more motivated and spirited to do work. This is caused by the impact of routine exercise and facilities that made people to have better physical health thus more energized to do work.

In the curative programs, the existence of health insurance program such as BPJS Ketenagakerjaan makes employee feel more protected and more importantly, less stressed when it comes their sick days. Employee in field also feel that their feel of fear in work given the risk of the work, is decreased since there are insurance to cover them when something unwanted happened.

### **Occupational Safety Program in PT Hutama Karya Branch Manado**

In achieving occupational safety in PT Hutama Karya Branch Manado, they provide several implement programs in their company. Those programs are divided into three big parts:

#### **1. Self-Protective tools.**

As a general requirements, in every work field, it has been regulated that all of the employee both staff and daily workers, should be equipped at least with: Safety shoes, vest, helmet, and supporting tools adaptive to potential danger. PT Hutama Karya Branch Manado in their operational activity provides these tools as a form to implement occupational safety in their activity. The physical appearance of those tools can be seen in appendix. In practice, all of the self-protective kits are utilized through strict and comprehensive list of procedures.

#### **2. Safety talk / toolbox meeting**

Managing health and safety is an integral part of managing the company operation, especially in construction companies. Employees need to do a risk assessment to find out about the risks in your workplace, put sensible measures in place to control them, and make sure they stay controlled. The safety talk provides information on what employees need to consider when managing health and safety and assessing the risks in workplace. It shows how employee can follow a 'Plan, Do, Check, Act' approach.

Tool box meetings, also called crew talks or tailgate meetings, are short meetings that PT Hutama Karya Branch Manado hold every single day to discuss issues that primarily focus on safety topics. Tool box meetings are informal and are often held first thing during the workweek. A skilled facilitator conducts the meeting, and there's a time during the meeting when the floor is opened up for general discussion about the topic.

In Practice, PT Hutama Karya Branch Manado can hold a tool box meeting virtually anywhere. It can be in a break room, a project site or in a parking lot. The facilitator creates an agenda prior to the meeting to ensure that the meeting has a specific focus. He then conveys this focus at the start of the meeting to inform the attendees what the meeting is about. These meetings are held first thing in the morning, preferably on Mondays when employees are returning to work after having the weekend off.

#### **3. Sign/Instruction Board**

The sign board or instruction board is planted by PT Hutama Karya Branch Manado, everywhere along the site of construction or working site. This usually consist of cautions of danger in work site or the remainder to always on alert when working and keep on using the self-protective tools correctly. The example of this board can be seen in appendix.

Employees and workers in PT Hutama Karya Branch Manado felt positive experience regarding the occupational safety program in this company. Employees are feeling that the program that bring the safety is sufficient enough and easy to understand so they could work more effective and efficient. The communication of the procedures and updates via the toolbox meeting is considered effective since the communication skill of the facilitator/supervisor is good so it is easy for the workers to comprehend and implement it in work. PT Hutama Karya Branch Manado is also regarded in updating its standard procedure and quality of the tools and facility. This caused by the status of PT Hutama Karya Branch Manado as a state-owned enterprise. This made the company as an example as a state-owned company that it should follow the standard and keep updating the facilities.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on results of the previous chapter, the conclusion is that PT Hutama Karya Branch Manado has implemented the occupational health program through preventive and curative programs, and those programs are recognized as successfully affects its employees in a positive way. PT Hutama Karya Branch Manado has also implemented the occupational safety program, which could be categorized as three parts, which is the Alat

Pelindung Diri (APD) or the so-called Self-Protective Tools, the Toolbox Meeting (safety talks) and the Sign or Instructional Boards.

### Recommendation

1. The company should provide more analysis in terms of comparison of safety and health programs with any similar company in similar industry, to understand the aspects to be improved or fixed. This research could serve as references in near future.
2. In near future, the company should conduct evaluation or research regarding to how much the occupational safety programs and health programs influences worker's motivation and performance. This could prove whether those programs have significant impact to motivation or performance of the worker/employee.
3. PT Hutama Karya Branch Manado should strive to keep on updating and improving its facility and procedure consistently, in order to give example to other construction company and promote work safety and health.
4. The company also should implement supervision and standard testing of the OHS management in their current projects. The OHS standard could be compromised due to human errors and behaviors.

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