

MANAGEMENT POLICIES AND OHSMS IMPLEMENTATION: A CASE STUDY OF PT CAHAYA AGUNG DIRGAYASA

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ABSTRACT

This study aims to analyze the implementation of the Occupational Safety and Health Management System (OSHMS) program and the role of management policies on employee performance at PT Cahaya Agung Dirgaya, a high-risk construction company. Using a qualitative method through a case study approach, data were collected through interviews, observations, and documentation from three key informants representing the strategic, managerial, and operational levels. Thematic analysis results indicate that the company has a structured OSHMS policy framework, encompassing mandatory PPE use and Toolbox Meetings. However, its implementation still faces significant obstacles, namely low employee awareness and understanding, inconsistent training programs, and the absence of dedicated OSH experts (safety officers). Despite these challenges, the implementation of the OSHMS has been proven to have a real positive impact. This includes increased motivation and work discipline, operational efficiency through reduced non-technical costs due to accidents, and a significant decrease in the number of work incidents. These findings confirm that management commitment to strengthening OSH culture is a crucial factor in optimizing employee performance.

Keywords: SMK3, Occupational Safety and Health, Management Role, Employee Performance, Case Studies.

INTRODUCTION

The Occupational Safety and Health Management System (SMK3) is an obligation for every company to safeguard and protect the safety and health of employees in accordance with the mandate of Law No. 1 of 1970 on Work Safety and Law No. 13 of 2003 on Manpower (Ministry of Manpower of the Republic of Indonesia, 2012). The implementation of SMK3 is not only a form of protection for employees against workplace accidents and occupational diseases but also serves as a role in improving the overall effectiveness and productivity of the company.

Workplace accidents remain a serious challenge in the construction industry, where one of the main causes is the failure of management to implement an effective risk control system. According to the theory (Bird, F. E., & Loftus, R., 1972), management weaknesses can trigger workplace accidents that lead to both material and immaterial losses for the company. From January to December 2024, there were 462,241 recorded cases of workplace accidents in Indonesia, with 91.65 percent involving wage earners, 7.43 percent involving non-wage earners, and 0.92 percent involving construction service participants (Ministry of Manpower of the Republic of Indonesia, 2024). Therefore, according to Herlinawati & Zulfikar (2020), Occupational Safety and Health (K3) is an essential aspect that every organization or company must consider in

order to create a safe, efficient, and productive work environment. Effective implementation of SMK3 not only meets regulatory standards but also serves as a vital investment to enhance corporate image, reduce costs from workplace accidents, and increase efficiency and production output.

In the industrial sector, companies such as PT. Cahaya Agung Dirgaya face challenges in continuously managing and mitigating various occupational risks. According to Leony et al. (2022), the effective implementation of SMK3 is not only about complying with regulatory standards but also represents a vital investment to strengthen corporate reputation, reduce accident-related costs, and improve efficiency and production output. In the modern industrial era, workplace safety, health, and security have become increasingly important issues for contractor companies. The implementation of SMK3 has become a strategic step to improve safe and healthy working conditions for employees. PT. Cahaya Agung Dirgaya, located in the city center of Tangerang with dense population and traffic congestion, requires proper Occupational Safety and Health (K3) supervision for its work activities to improve employee performance and well-being. In the industrial sector, various jobs involve risks of workplace accidents that can directly affect employee safety, causing losses for both the company and its workers. Therefore, contractor companies with high accident risks must prioritize

the implementation of Occupational Safety and Health (K3) as a primary measure to protect their workforce.

PT. Cahaya Agung Dirgayasa, based in Tangerang Regency, is highly committed to quality, safety, and sustainability in every project it carries out. With its reputation as a trusted construction partner, the company consistently strives to implement high safety standards to enhance employee productivity and welfare. However, in practice, the effectiveness of SMK3 implementation in improving employee performance remains a challenge. In-depth analysis is needed to determine the extent to which SMK3 has contributed to employee performance at PT. Cahaya Agung Dirgayasa and to identify supporting and inhibiting factors in its implementation.

PT. Cahaya Agung Dirgayasa is engaged in contractor services for various buildings, but it currently focuses on providing clean water pipeline installation services. The work process is carried out manually or with the help of supporting tools such as machines, including butt fusion machines. However, in terms of safety implementation, PT. Cahaya Agung Dirgayasa still faces risks of workplace accidents caused by several factors, such as employees' lack of awareness and job-related challenges. For instance, workers entering confined spaces such as culverts or deep excavations often remove their safety equipment. The problem in the company is that some employees neglect the use of safety equipment, which can lead to workplace accidents.

This research is expected to help PT. Cahaya Agung Dirgayasa and its employees better understand the importance of Occupational Safety and Health (K3) and effectively implement it. In addition, clear and firm policies can strengthen decision-making to ensure maximum employee performance. Local governments and relevant institutions are also expected to provide greater support in the form of training and facilities to enhance Occupational Safety and Health (K3) practices for contractors throughout Tangerang.

Based on the background of the SMK3 program implementation at PT. Cahaya Agung Dirgayasa, the author is interested in conducting research on the implementation of SMK3 and the role of management in determining SMK3 policies. This study was conducted through observations at PT. Cahaya Agung Dirgayasa, Tangerang, with three research participants, including the company owner as director and field employees directly responsible for implementing SMK3 in ongoing projects.

This research is presented under the title "*Analysis of the Implementation of the Occupational Safety and Health Management System (SMK3) Program and the Role of Management Policies on Employee Performance at PT. Cahaya Agung Dirgayasa.*" The results are expected to provide insights and contribute to the development of Human Resource Management theory while also offering practical recommendations for PT. Cahaya Agung Dirgayasa in managing SMK3 implementation. Furthermore, the findings can serve as input for improving SMK3 practices in the company's operations.

LITERATURE REVIEW

Occupational Health and Safety Management System

According to the *Regulation of the Government of the Republic of Indonesia* (n.d.), Government Regulation Number 50 of 2012, Chapter 1, Article 1, the definition of the Occupational Health and Safety Management System (abbreviated as SMK3) is part of the company's overall management system aimed at controlling risks related to work activities in order to create a safe, efficient, and productive workplace. Internationally, a similar concept is known as the Occupational Health and Safety Management System (OHSMS), the standards of which are now set out in ISO 45001:2018. According to Susilowati et al. (2022), the requirements or standards of the Occupational Health and Safety Management System (SMK3) in Indonesia refer to OHSAS 18001, as stipulated in Government Regulation No. 50 of 2012. These include the establishment of OHS policies, OHS implementation, execution of OHS plans, monitoring and evaluation of OHS performance, as well as review and continuous improvement of the Occupational Health and Safety Management System (SMK3).

Implementation of SMK3

The implementation of SMK3 involves applying all the elements described above in accordance with SMK3 standards, as stipulated in Government Regulation No. 50 of 2012 or international standards such as ISO 45001, into all company operational activities. This process requires commitment, resources, and the right strategies to ensure that the company's operations run effectively.

Occupational Health and Safety (OHS)

Occupational health and safety is a multidisciplinary concept aimed at protecting workers from risks of accidents and occupational diseases. According to Simbolon et al. (2024),

Occupational Health and Safety (OHS) is one of the efforts to ensure that every individual in the work environment remains safe and healthy, while preventing potential hazards. Meanwhile, Rst et al. (2021) state that OHS refers to healthy and safe working conditions, not only for workers but also for the company, society, and surrounding environments.

Employee Performance

In studies on performance, it is often explained that performance is the result of work carried out by employees within an organization or company. Performance is not only about output quality but also efficiency and contributions to the overall objectives of the organization or company. According to Setyo Widodo et al. (2022), performance is a function of motivation and ability to complete tasks, where individuals should possess a certain degree of willingness and capability. Furthermore, Banowati & Hastari (2024) define employee performance as the results and abilities demonstrated by employees in performing their tasks, which can be measured through target achievement, work productivity, quality of work output, and team work quantity.

RESEARCH METHOD

This research uses a qualitative method. According to Creswell (2016), qualitative research aims to gain a deeper understanding of social phenomena or the problems faced by individuals or groups. A research method is a scientific way or technique to obtain data with specific purposes and uses. The objective of this study is to examine how the occupational safety and health management system program is implemented at PT. Cahaya Agung Dirgaya, in order to gain a good understanding of the problems faced by the company.

A case study, as part of the research methodology, provides a specific framework for various stages of research, such as selecting the topic and research location, designing the methodology, choosing data collection methods, analyzing the collected data, drawing conclusions, and presenting the findings (Hidayat, 2019). Qualitative research focuses on cases. This means that the researchers' interest in this study is to learn more about the lived experiences of the sample. It involves a problem explored through examples in a limited system. This approach emphasizes in-depth analysis of a limited object of study but is capable of producing comprehensive and detailed information, which becomes the essence of the research. This study adopts a comparative approach by comparing and contrasting two phenomena or events to examine a problem or issue in depth.

Although the comparison is limited to two objects, this approach is designed to obtain comprehensive and detailed information.

This study was conducted at PT. Cahaya Agung Dirgaya, located at Jl. Anyelir III, Gelam Jaya, Kec. Pasar Kemis, Tangerang Regency, Banten 15560. PT. Cahaya Agung Dirgaya is a contractor service company focused on providing clean water pipelines. In general, its work involves tools and areas highly prone to accidents. Therefore, the researcher considered it necessary to investigate this matter.

According to Creswell (2016), a population can be defined as a group of people who share similar characteristics. The population refers to all objects or subjects that become the focus of a study and possess certain characteristics in accordance with the research problem (Ramadani et al., 2025). The population in this study includes several parties: the CEO of PT. Cahaya Agung Dirgaya, the project manager division, and the implementation division.

The sample in research represents a smaller portion of the wider population. A sample is part of the population deliberately chosen by the researcher to be observed. Therefore, a sample is smaller than the population and functions as its representative (Hermina & Huda, 2024). For this reason, the researcher found it important to select the sample carefully. Three individuals were surveyed and designated as the sample: the CEO of PT. Cahaya Agung Dirgaya, one project manager, and one implementation division member.

The selected respondents were: Mr. Aan Sugianto (CEO of PT. Cahaya Agung Dirgaya), Mr. Yaya (Project Manager), and Mr. Lukman Arifin (Implementation Division). These three informants were considered sufficient to answer several research questions. The chosen respondents are not limited to the owner or top-level management but also include divisions below them, with the aim of clarifying and strengthening field data.

RESULT AND DISCUSSION

Thematic Analysis Results

Based on the thematic analysis of interview transcripts, several main themes were identified related to the implementation of the Occupational Health and Safety Management System (SMK3). These themes include SMK3 policies in the project, the role of management in implementing SMK3 policies, as well as expectations regarding SMK3 policies. The results of this analysis are as follows:

1. SMK3 policies in the project:

- Implementation of SMK3 policies
- SMK3 procedures
- SMK3 socialization and training
- Policy violations

2. The role of management in the implementation of SMK3 policies:

- The impact of OHS implementation in the field
- Barriers to OHS implementation in the field

SMK3 Policy Implementation in the Project

This theme examines various aspects of SMK3 policy implementation during the course of the project. These policies cover several elements, including OHS policies, OHS procedures, and socialization and training. Understanding the implementation of these policies is essential to

support decision-making and determine the procedures to be carried out in the field. The findings in this theme directly address the research question concerning how SMK3 policies are implemented in the project. The following sections will provide a detailed explanation of each identified policy implementation, including the application of OHS policies (3.4.1), OHS procedures (3.4.2), OHS socialization and training (3.4.3), and policy violations (3.4.4).

To facilitate understanding and provide a clearer and more comprehensive overview of the SMK3 policies identified in this study, a visual diagram is presented to illustrate the interrelationships among these policies.

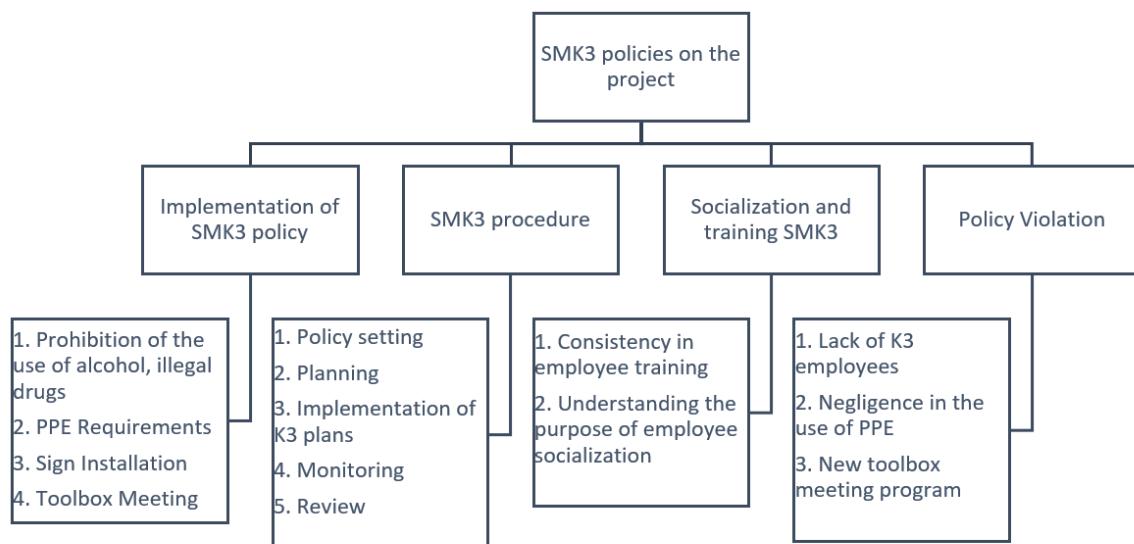


Figure 3. SMK3 Policy on Project

1. Implementation of SMK3 Policies

As the implementation of OHS policies in the field, the project manager (N2) revealed that there are four main OHS policy provisions, as shown in Figure 3.1, which have been implemented at PT. Cahaya Agung Dirgaya for employees working on-site.

Before commencing fieldwork, the implementing division always conducts a toolbox meeting with field workers every morning to provide directions and reminders to prevent unwanted incidents. Thus, supervisors consistently oversee and instruct workers daily.

The statement from Informant 2 further explained that the toolbox meetings have only recently been introduced, making this practice a new breakthrough carried out by the company under the project manager's direction. During earlier observations, toolbox meetings had not yet been conducted.

2. OHS Procedures

In implementing OHS policies in the field, OHS procedures are the initial steps to ensure that the established policies can be carried out thoroughly and effectively. According to the company director, these OHS procedures begin at the start of the project and continue until completion. The procedures, as illustrated in Figure 3.1, include several stages: policy determination, planning, implementation, monitoring, and review. These steps are essential to achieve a safe and comfortable OHS environment for employees.

Informant 2, a project manager with 16 years of experience, explained: *"Before executing the project, I always ensure that the procedures are communicated and understood by the implementers and technicians, and must be followed before the project begins."* This statement shows the importance of

implementing procedures prior to project execution.

Similarly, Informant 1, the company director, stated: *"There are five procedures that need to be implemented, namely establishing OHS policies, OHS planning, OHS implementation, monitoring, and evaluation or review. With these procedures in place, it becomes easier to comply with and carry out existing regulations, allowing employees to consistently follow the necessary stages and processes."*

3. OHS Socialization and Training

As part of good policy implementation for employees, OHS socialization and training are conducted. Findings related to OHS socialization and training, as expressed by both the company director (N1) and the project manager (N2), indicated that such programs had been carried out by the company but were still inconsistent and unclear. As illustrated in Figure 1, the main issues include the consistency of training sessions and employees' understanding of the training objectives.

Informant 1 explained that socialization for pipeline projects differs from that for building projects. Socialization is often carried out indirectly through office meetings and briefings involving various elements of the company. He further noted that socialization should be directed mainly at on-site workers, including project managers, site managers, supervisors, and, most importantly, field laborers. Informant 2, the project manager, added that socialization is usually conducted during progress meetings. On the first day of project implementation, an induction session is held, where all field workers are briefed on project evaluation, OHS, and HSE.

Consistent training and socialization help employees develop greater awareness of OHS, which in turn reduces workplace accidents and non-technical costs in the field. Investment in training also ensures that employees are regularly reminded of the importance of using PPE and working carefully.

4. Findings on Policy Violations

Despite the implementation of company OHS policies, procedures, and training, there are still findings of employee violations. These include neglect in using PPE, irregular toolbox meetings (only introduced in the past two months), insufficient OHS personnel, and

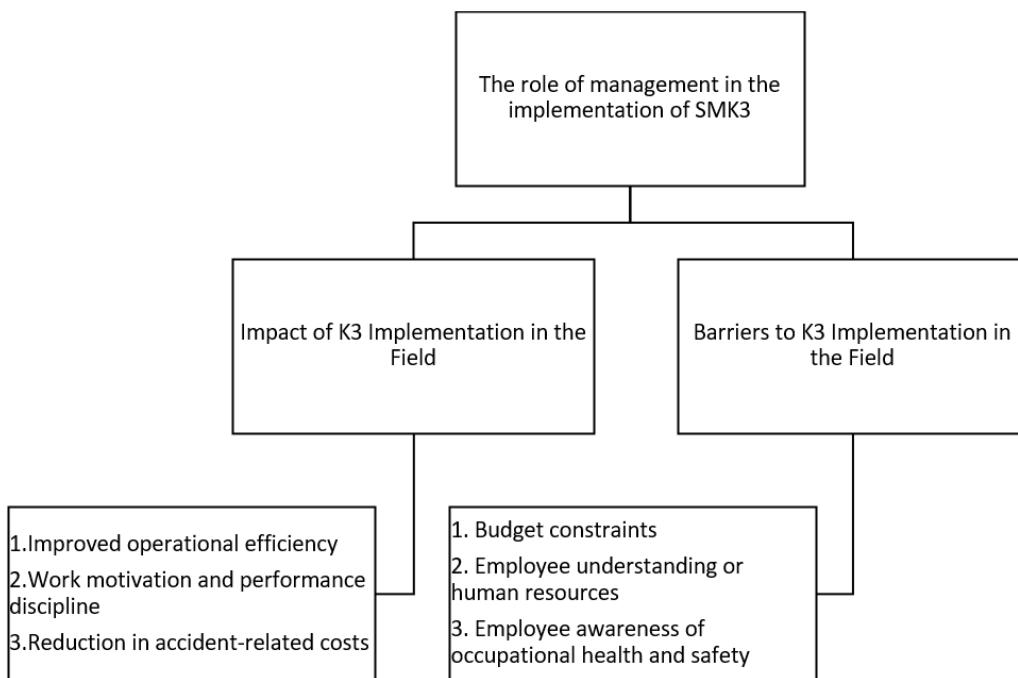
minimal internal training. Informant 2 explained that many workers in the field neglect to use PPE, even though the company has already provided and supplied it. He also highlighted that toolbox meetings were only introduced within the last two months before the interview, in response to stricter requirements from clients. Informant 1 emphasized the need for dedicated OHS personnel. In several projects, the company often lagged behind in reporting OHS progress. Thus, Informant 1 recommended appointing specialized OHS staff to handle safety issues, as the company currently relies on vendors or third parties. Additionally, Informant 2 stressed the importance of regular training: *"In line with project execution, routine training and socialization on OHS should be conducted, as projects frequently run back-to-back."*

The Role of Management in the Implementation of SMK3

Based on the interview analysis regarding challenges and the role of management in implementing OHS, this theme identifies the various roles played by management in ensuring the effective application of OHS within the company environment and during project execution at PT. Cahaya Agung Dirgayasa. Several management roles have already been applied in practice.

The roles of management in implementing OHS encompass both the impact of SMK3 implementation in the field and the challenges faced during execution. The following sections will elaborate on each impact and challenge, along with the expectations identified, including the efforts undertaken. The findings within this theme directly address the research question concerning how management ensures the implementation of SMK3.

Subsequent subsections provide a detailed explanation of the roles identified, including: 3.5.1 The Impact of SMK3 Implementation in the Field. 3.5.2 Barriers to SMK3 Implementation in the Field. To facilitate a clearer and more comprehensive understanding of management's role in the implementation of SMK3 as identified in this study, a visual diagram is presented below to illustrate the interrelationship between these roles.



1. The Impact of SMK3 Implementation in the Field

Through the efforts and roles undertaken by the company in the implementation of SMK3 in the field, several impacts have been identified. Respondents highlighted notable effects such as improved employee motivation and discipline, enhanced operational efficiency, and reduced accident-related costs.

For example, *Respondent 1*, the company director, stated that the implementation of SMK3 at PT. Cahaya Agung Dirgaya has significantly reduced operational costs and accident expenses, resulting in almost zero workplace accidents. Similarly, *Respondent 2*, the project manager, emphasized that the implementation of SMK3 has reduced accident rates and consequently minimized other non-technical costs.

Furthermore, *Respondent 3* explained that the current implementation of SMK3 has been particularly helpful in improving field workers' discipline, which in turn positively influences overall work performance.

2. Barriers to SMK3 Implementation in the Field

The findings also revealed several challenges in the implementation of OHS in the field. Respondents reported that despite the established policies at PT. Cahaya Agung Dirgaya, challenges remain—particularly regarding employees' discipline, awareness, and knowledge of OHS.

According to *Respondent 1*, the main challenge faced is limited human resources. As a result, frequent guidance and reminders about SMK3 are necessary during project implementation. *Respondent 2* added that the main issue faced as a project manager is the low level of awareness and understanding of SMK3, requiring repeated reminders for subordinates. Meanwhile, *Respondent 3*, as an executor, highlighted that external parties pose challenges, such as frequent complaints from local residents. These findings suggest that the barriers to SMK3 implementation differ across divisions, reflecting variations in roles and responsibilities.

Summary of Research Findings

The qualitative research findings discussed above affirm that the implementation of the SMK3 program at PT. Cahaya Agung Dirgaya has been formally established and executed, though not without challenges. The key findings can be summarized as follows:

1. A Well-Established Policy and Procedural Framework

PT. Cahaya Agung Dirgaya has formally developed a robust SMK3 framework. This has been operationalized through a set of specific field policies, including:

- Mandatory use of personal protective equipment (PPE)
- Prohibition of alcohol and illegal substances
- Installation of OHS signage in project areas
- Conducting Toolbox Meetings (TBM) before project initiation

Procedurally, the company has also adopted a systematic workflow consisting of five stages: policy formulation, planning, implementation, monitoring, and review.

2. Implementation Challenges Centered on Human Resources and Consistency

Despite the existing framework, field implementation remains suboptimal and faces several challenges. The main obstacles stem from human resources and program consistency, including:

- Negligence and low employee awareness: Strong evidence indicates negligence in PPE usage despite availability, reflecting employees' limited awareness and understanding of SMK3's importance.
- Program inconsistency: Initiatives such as Toolbox Meetings were only strictly enforced in the two months preceding the study. Additionally, OHS training and socialization have been inconsistent and often conducted informally during project progress meetings.
- Limited OHS resources: The company does not yet employ personnel specifically dedicated to OHS (safety officers), leading to delays in supervision and reporting.

3. Positive Impacts on Performance and Efficiency

Despite its limitations, SMK3 implementation has yielded significant positive outcomes for both the company and employees. Respondents across various organizational levels agreed that SMK3 directly contributes to:

- **Improved employee performance** SMK3 fosters higher motivation and work discipline among field employees.
- **Operational efficiency** By significantly reducing workplace accidents, SMK3 has enhanced operational efficiency and minimized unforeseen non-technical costs related to accidents.

Research Discussion

This section presents a deeper analysis of the research findings outlined previously. These findings are discussed in relation to relevant theories and prior studies to provide a stronger and more comprehensive understanding of the implementation of the Occupational Health and Safety Management System (SMK3) and its impact on employee performance at PT. Cahaya Agung Dirgayasa. The discussion aims to identify patterns, relationships, and significant implications of the research findings, as well as to comprehensively address the research questions.

The results regarding the implementation of SMK3 at PT. Cahaya Agung Dirgayasa show that OHS policies and procedures have been applied systematically, although some issues remain in practice. The researcher integrates these findings with relevant theories and previous studies to gain a better understanding of the relationship between SMK3 implementation and employee performance.

1. Implementation of Policies and Procedures

The study findings indicate that the company has implemented various SMK3 policies, including the mandatory use of personal protective equipment (PPE), prohibition of alcohol and illegal substances, installation of safety signage, and the conduct of daily Toolbox Meetings (TBM). These reflect the company's commitment to internalizing OHS procedures into daily operational activities.

This aligns with the Plan-Do-Check-Act (PDCA) concept in ISO 45001:2018, which emphasizes the importance of continuous cycles in OHS implementation (International Organization for Standardization, 2018). Similarly, Vinita & Sitorus (2023) found that the application of ISO 45001 significantly improves quality, quantity, and timeliness of employee work in Indonesian construction firms. Thus, consistent implementation of SMK3 policies can be viewed as a key determinant of enhanced operational performance.

The procedures adopted by the company are consistent with the principle of continuous improvement within the PDCA cycle. This reflects Ramli's (2010) argument that without continuous improvement, SMK3 implementation risks becoming a mere formality. Likewise, Musonda & Smallwood (2024) showed that poor safety culture and insufficient managerial commitment to training are key reasons for SMK3 implementation failures in South Africa's construction industry.

2. The Role of Socialization and Training in Shaping Safe Behavior

The research reveals that OHS socialization and training at PT. Cahaya Agung Dirgayasa remain inconsistent. Socialization is mostly conducted informally during project progress meetings or through induction meetings prior to work commencement.

This finding highlights that OHS training has not yet been integrated as a continuous program, leading to low employee awareness of safety importance. According to Fassa & Rostiyanti (2020), consistent OHS training enhances safe working behavior and workforce discipline, thereby improving productivity.

Thus, the success of SMK3 is determined not only by the existence of formal policies but also by the sustainability of socialization and training.

Training remains unsystematic and largely repetitive (refreshing) rather than part of ongoing development. Fassa & Rostiyanti (2020) further proved that consistent OHS training improves work discipline and reduces accident rates among construction workers. Hence, the effectiveness of SMK3 at the company is still highly dependent on how far socialization and training are planned and sustained.

3. Impact of SMK3 Implementation on Performance and Challenges

Interviews revealed that SMK3 implementation has had a positive impact on employee performance. It has contributed to operational efficiency, reduction of non-technical costs due to workplace accidents, as well as enhanced motivation and discipline among employees.

These findings are consistent with Yulianto et al. (2023), who reported that consistent OHS implementation improves employee performance indicators, including quality, quantity, effectiveness, timeliness, and independence. Similarly, Fioh & Roga (2021) emphasized that SMK3 not only ensures regulatory compliance but also fosters a safe working environment, creating competitive value in the form of higher productivity, which ultimately enhances both productivity and corporate reputation.

Therefore, SMK3 implementation functions not only as a risk-control mechanism but also as a strategic approach to improving motivation, efficiency, and corporate competitiveness.

4. Barriers to SMK3 Implementation

Despite the positive impacts, this study identified several barriers in SMK3 implementation:

1) Negligence in PPE Usage

Although the company provides PPE, some employees neglect its use. The availability of facilities does not always correlate with compliance. Awareness and work discipline remain the primary issues. This is consistent with Fassa & Rostiyanti (2020), who found that PPE discipline significantly improves when companies conduct consistent OHS training.

2) Limited OHS Personnel (Safety Officers)

The company currently lacks dedicated safety officers. OHS supervision is carried out only partially by project management, rather than by professionals fully focused on

safety. According to Musonda & Smallwood (2024), OHS implementation failures in many construction companies stem from the absence of dedicated supervisors and weak training systems. Hence, appointing a safety officer is urgently needed to make SMK3 implementation more effective.

3) Inconsistent Training and Socialization

Interviews revealed that training programs remain inconsistent. For instance, TBMs have only been routinely conducted in the two months prior to this research. This indicates that socialization is not yet part of a continuous development system. Yulianto et al. (2023) emphasized that employee performance improves when OHS training and evaluation are conducted consistently. Without sustainability, employee knowledge remains temporary and easily declines.

4) Low Employee Awareness of SMK3

Low employee awareness emerged as one of the greatest challenges. This lack of awareness can lead to repeated violations despite existing policies. This finding aligns with Abanobi et al. (2024), who concluded that a weak safety culture can hinder company performance even when safety procedures are in place. Thus, strategies to improve awareness must become a top priority.

CONCLUSION

This study found that the implementation of the Occupational Health and Safety Management System (SMK3) program at PT Cahaya Agung Dirgayasa has had a positive and significant impact on the role of management toward field employees. The main findings include:

1. Implementation of SMK3 Policies and Procedures

The company has implemented various SMK3 policies and procedures, such as mandatory use of PPE, prohibition of alcohol and narcotics, installation of safety signs, and conducting Toolbox Meetings (TBM). This implementation aligns with the Plan-Do-Check-Act (PDCA) cycle in ISO 45001:2018, thereby supporting improvements in operational effectiveness and employee performance.

2. The Role of Socialization and Training

OHS socialization and training in the company are still partial and have not been carried out consistently. This has resulted in low employee awareness of the importance of workplace safety. In fact, the success of SMK3 implementation greatly depends on continuous training programs.

3. Impact of SMK3 Implementation on Employee Performance

The application of SMK3 has been proven to contribute positively, both in terms of operational efficiency, reduction of costs due to workplace accidents, and improvement of employee discipline and work motivation. Thus, SMK3 is not merely regulatory compliance but also a strategy to enhance the company's competitiveness.

4. Barriers to SMK3 Implementation

The study identified several barriers in implementation, namely:

- Employee negligence in using PPE.
- Absence of dedicated OHS personnel (safety officer).
- Inconsistent OHS training and socialization.
- Low employee awareness of the importance of an OHS culture.

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