


Occupational Safety And Health Management, Workload, And Safety Behavior On Work Safety At PT. PLN (PERSERO)

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Article Info	ABSTRACT
<p>Keywords: occupational safety and health management, workload, safety behavior, work safety, Occupational Hazards</p>	<p>Research aims: this study aims to investigate the effect of Occupational Safety and Health Management, Workload, and Safety Behavior on Work Safety. Design/Methodology/Approach: Drawing from the social exchange theory and flow theory, a theoretical framework was developed and tested using data collected from 80 PT. PLN (Persero) workers. A questionnaire survey was used to collect the data, while structural equation modeling (SEM) analysis was used as the data analysis approach. Research findings: The results reveal that both occupational safety and health management and safety behavior have a significantly positive impact on work safety amongst PT. PLN (Persero) workers and Workload do not affect Work Safety. Theoretical contribution/Originality: This study contributes to the Work safety literature by examining how work safety indicators such as occupational safety and health management affect work safety. In the context of PT. PLN (Persero) worker's occupational safety and health management is important, as the workers are frequently exposed to and threatened by serious work safety problems. Yet, there has been a paucity of research on the PT. PLN (Persero) sector to understand the relationship. Research limitation/implication: the study implies that when organizations are willing to improve occupational safety and health management, their employees will perceive improved work safety, and then will have more safety behavior and work safety.</p>
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INTRODUCTION

Developments in the modern era driven by technological advances and globalization, organizations in various sectors and industries are faced with increasingly complex challenges. Amid these challenges, aspects of Occupational Security, Health, and Safety (K3) become very crucial to maintaining employee welfare and the continuity of company operations. Work Safety is still a serious issue that can interfere with operational productivity. Based on information submitted by the International Labour Organization (ILO) in 2020, it is estimated that there will be more than 340 million new work accidents every year in every corner of the world. More than 2 million cases resulting in death each year are related to occupational accidents or occupational diseases related to work activities. According to goodstats data during 2022, BPJS Employment recorded 265,334 cases of work accidents. This figure increased by 13.26% compared to the previous year which reached 234,270

cases. The International Labor Organization (2020) defines Occupational Safety and Health as a concept that includes efforts to protect and promote the physical, psychological, and social welfare of workers in the workplace. Work Accidents are unintended events in the workplace that have the potential to cause injury or death to workers, as well as other potential negative impacts on employment.

Heinrich (in Kristianti & Tualeka, 2019) Saying work accidents as a domino theory in which the occurrence of a work accident is triggered by a series of events. There are five factors connected in such a series of events, including working conditions, personal faults, unsafe nature or conditions, accidents, and injuries or losses. In industrial operations, especially in heavy industry, there is a very large possibility of danger. The occurrence of work accidents, illnesses, and injuries will slow down the smooth running of the work process, disrupt work procedures, and ultimately cause extra costs and other negative impacts. Work safety can be influenced by several things such as K3 Management (Endroyono, 2019), workload (oah et.al, 2018), and safety behavior (Maryam, 2022).

Based on the previous literature review, there are differences in research results. Based on research conducted by Maryam (2023) proves that K3 Management affects Work Safety, showing that increasing the implementation of K3 Management has the potential to improve Work Safety for employees. In contrast, the results of research organized by Maryam (2022) indicate that K3 Management does not influence Work Safety, implying that increasing the implementation of K3 Management does not always have a positive impact on Work Safety. Based on research conducted by Oah et al. (2018) convey that Workload affects Work Safety. In contrast to the results of research carried out by Patrisia (2018) which proves that the Workload has no impact on Work Safety. Based on research conducted by Maryam (2022) found that Safety Behavior affects Work Safety, but the results of the study by Lyu et al. (2018) indicate that Safety Behavior does not influence Work Safety.

The phenomenon behind this research and supported by gap research, the author wants to conduct a research entitled "Application of K3 Management, Workload, and Safety Behavior to Work Safety at PT. PLN (Persero)". The formulation of the problem in this study is divided into three formulations, namely does K3 Management influence work safety?. Does workload influence work safety? Does safety Behavior influence work safety?

Literature Review

Human Resource Management

According to Suhardjanto (2020), HRM is a series of policies, procedures, and practices that focus on managing the workforce in organizations to increase productivity, and employee satisfaction, and achieve organizational goals. Armstrong & Taylor (2020) argues that HR is a strategic approach to managing people in an organization effectively and sustainably, so that the organization can achieve its business goals and employees can achieve their career goals. According to Dessler (2020), HR is a management function responsible for planning, recruiting, selecting, training, developing, evaluating, and hiring employees of an organization.

K3 Management

According to Goetsch & Davis (2016), MK3 is a structured approach to planning, implementing, and monitoring policies and procedures designed to safeguard personnel from

workplace hazards and risks. Wulandari (2020) MK3 is an approach that focuses on planning, organizing, implementing, and controlling efforts to identify and manage risks in the workplace so that work-related injuries and diseases can be prevented. According to Prasetyo (2018), MK3 is a systematic process of classifying, evaluating, and handling risks in the workplace to achieve safe, healthy, and productive working conditions. K3 management involves developing regulations, stages, and practices aimed at preventing workplace injuries, illnesses, and accidents, ensuring a protected and healthy work environment for employees (International Labour Organization, 2019).

Workload

According to Vanchapo (2020) describes Workload as a procedure or effort that needs to be completed by employees within a predetermined time. Budiasa (2021) In his book, Workload is the way employees view the tasks that must be completed within a specified period and the difficulties associated with completing these tasks. According to Mahawati et al. (2021), Workload is the amount of physical and psychological work that is the obligation of employees. Every task is considered a burden to the executor, and each employee has unique abilities that can help him cope with his workload. Nabawi (2019) describes Workload as the process by which a person performs a grueling task or series of work within a specified time, all of which are associated with indicators.

Safety Behavior

The term Safety Behavior is an activity carried out by someone in an organization related to safety (Changquan et al., 2020). Safety behavior can be defined as personal characteristics such as stance, desires, motives, values, views, and other elements of thinking, including personality traits, affective and emotional states, as well as patterns of behavior, action, and open habits related to maintaining health, health recovery, and health development (Pakpahan, 2021). Safety Behavior reflects the measures taken by workers to protect themselves with the ultimate intention of staying away from risk (Abubakar, et al., 2018). Relationship Safety Behavior with Unsafe Act This is very related because each employee's view of safe or unsafe behavior can vary, so the habits of all individuals may be different. Unsafe act refers to unsafe actions that can lead to accidents Silalahi (in Ryan and Andrianto, 2018). Lack of employee security at work can reduce Safety Behavior, thereby increasing accident rates (Zhang et al., 2021).

The Relationship Between K3 Management and Work Safety.

Occupational Safety and Health Management is an approach that focuses on planning, organizing, implementing, and controlling efforts to identify and manage risks in the workplace so that work-related injuries and diseases can be prevented (Wulandari 2020). Bhasi (2010) further states that good management practices have a positive effect on employees' attitudes and behaviors towards safety. A good application of MK3 can affect Work Safety. In occupational safety and health management practices, good communication and feedback are required. For employees to properly maintain safe behavior, it is important to provide the necessary information to ensure quality communication and prevent injuries from occurring during work. Bluff (2003) argues that underlying OSH management is the need to manage risks effectively, such as systematic identification of hazards, assessment,

and control of risks, and evaluation and review of risk control measures to ensure they are implemented and maintained effectively. Research conducted by Mearns et al (2003) conveys that expertise in implementing some Occupational Safety and Health Management practices is associated with lower accident rates. This is in line with research conducted by several researchers such as Ajmal (2021), Ladewski, and Al-Bayati (2019) which suggests that there is a significant positive influence between the implementation of K3 Management on Work Safety. This means that increasing the implementation of positive K3 Management will optimize Work Safety.

H1: There is an effect of Occupational Safety and Health Management on Occupational Safety.

The Relationship Between Workload and Work Safety.

Workload is one of the stages or activities that must be completed immediately by workers within the required period (Vanchapo, 2020). If a worker can complete tasks and adapt to various jobs carried out, then Workload cannot be said to be a burdensome thing. However, if the employee is unable to handle these obligations, then the work and obligations become a workload. Workload reflects the difference between the capacity or skills of workers and the obligations that must be faced or carried out on the job. (Meshkati and Hariyati: in Safitri, 2019). Excessive workload can lead to work fatigue. Work Fatigue (Burnout) is a syndrome that is thought to develop in response to poor and uncontrolled working conditions that trigger physical and emotional fatigue and can lead to depression and result in an accident at work. (Sam et al, 2018). This is per research conducted by several researchers such as those organized by Oah et al (2018) which suggest that there is a significant positive influence between Workload on Work Safety. This means that an increase in Workload will increase the risk to Work Safety.

H2: There is an effect of workload on Work Safety.

The Relationship Between Safety Behavior and Work Safety.

Safety behavior can be explained as a personal trait that involves beliefs, dreams, drives, standards, views, and other elements of knowledge. It includes the properties of the self, the emotional state, as well as the pattern of health measures, (Pakpahan, 2021). Safety Behavior refers to the behavior of employees in complying with applicable regulations when facing risky situations. Most accidents are caused by humans, so the risk of accidents and injuries can be minimized by increasing safety awareness. Positive Safety Behaviors include worker behavior to comply with work procedure protocols, wearing personal protective equipment, and always avoiding the risk of safety violations (Subramaniam et al., 2023). This is in accordance with research carried out by several researchers such as those organized by Putra et al. (2022), He et al. (2020), and Wanta et al. (2019) which suggest that there is a significant positive influence between Safety Behavior on Work Safety. This means that improving positive Safety Behavior will optimize Work Safety.

H3: There is an influence of safety behavior and Occupational Health on Occupational Safety.

Based on the previous literature and the hypotheses developed, the following theoretical framework was formed:

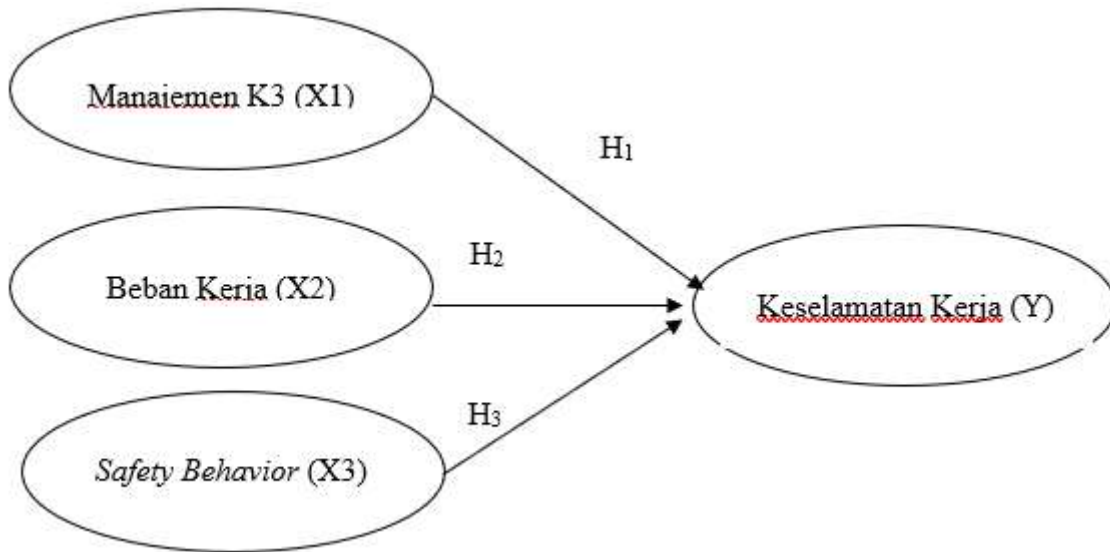


Figure 1. Theoretical Framework

RESEARCH METHODOLOGY

This study used a questionnaire survey to test the theoretical framework developed. The items used to measure variables within the framework of the theory were adapted from the previous literature, and measured based on a five-point Likert scale that ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).

The first variable, occupational safety and health management is measured by items adapted from Maryam (2022). In total, eight items were used to measure the extent of management's commitment to safety and employee involvement in the safety of individuals and co-workers. To measure the second variable, namely workload, 8 items were adapted from Harini et al (2018). These items measure the workload level based on targets, working conditions, use of working time, and job standards. To measure the third variable, namely wise behavior, 6 items were adapted from Al-bayati (2018). The items are used to measure the extent to which safety behavior influences occupational safety based on safety compliance, participation in safety, and safety-related communication. The last variable to measure is Work Safety there are 7 items adapted from Changquan et al (2020). This indicator measures the extent of the effect of Work Safety based on indicators of Organization outcome, Injury, and occupational diseases.

The working population in this study amounted to 100 people, researchers distributed through the Company's management to 100 workers who were included in the criteria and population number. Data collection using a proportional random sampling technique, Sample was taken using the Slovin formula with a margin of error of 5% and obtained sample results of 80 people from 100 total populations. The purpose of the study was clearly outlined and respondents' consent to be part of the participants was obtained before the questionnaire was distributed. The researchers also stressed that the data collected is anonymous and confidential, and individual responses will not be acknowledged. They were also assured that the data collected would only be used for research purposes. Before filling out the

questionnaire, participants were explained the statements contained in the questionnaire and how to fill out the questionnaire.

Most respondents who filled out the questionnaire had an age range of 20 -50 years. The questionnaire fillers were dominated by those with high school / vocational education as many as 29 people. The questionnaire fillers were dominated by men with all 80 men filling out. This is because the respondents needed are workers who have a risk of accidents at work or field workers who are at PT. PLN Priok POMU field workers are dominated by men

Table 1. Respondents' Profile

Demographic Variable	Category	Frequency	Percentage %
Age	20 - 30 years old	22	27,5
	31-40 years old	32	40
	41-50 years old	8	10
	>50 years old	18	22,5
Education	High School / Vocational School	29	36,25
	D3	23	28,75
	S1	27	33,75
	S2	1	1,25
Gender	Male	80	100
	Female	0	0

RESULTS AND DISCUSSION

Model Measurement and Analysis

The measurement model of each construct is independently checked for its validity and reliability. In this study, convergent validity was determined by examining loading factors, average extracted variance (AVE) as well as composite reliability and Cronbach's Alpha.

Convergent Validity through PLS software can be observed from the loading factor for each construct indicator. To assess Convergent Validity, the value of the loading factor is required to exceed the value of the loading factor of all indicators to the latent variable showing > 0.5 Ghozali (2017). It is known about the value of the loading factor for each manifest variable, the loading factor value of the entire indicator to the latent variable shows a $>$ of 0.5, which is 0.6 - 0.9, so the entire indicator is considered valid and also able to measure the variable precisely.

In addition to convergent validity, the items are also tested for discriminatory validity. In this study, discriminant validity was examined by comparing the square root of AVE values with shared variance between constructs. Discriminant validity occurs if the AVE value is above the value of 0.5 (ghozali, 2017). As illustrated in Table 2, AVE values were found to be higher than their correlation values.

Reliability tests in Partial Least Square (PLS) can use two techniques, namely from Composite Reliability (CR) and Cronbach's Alpha values. An instrument can be considered reliable if the Composite Reliability (CR) value is > 0.7 and Cronbach's Alpha value is > 0.6 (Riyanto & Hatmawan, 2020).

Table 2. Convergent Validity Test Results

Variable		Factor loadings	Composite Reliability	Average Variance Extracted
Occupational safety and health management	MK 3 Training	0.60-0.81	0.953	0,664
	Employee involvement in occupational safety	0.75-0.753		
	Occupational safety communication and feedback	0.81-0.84		
	Work safety procedures and regulations	0.88-0.90		
	Occupational safety audit	0.86-0.88		
Workload	Target	0.87-0.90	0.947	0.698
	Working conditions	0.60-0.90		
	Use of working time	0.51-0.90		
	Standards of work	0.85-0.94		
Safety Behavior	Safety compliance	0.57	0.907	0.631
	Participation in safety	0.86-0.90		
	Safety-related communications	0.84-0.91		
Work Safety	Organization outcome	0.51-0.71	0.865	0.536
	Injury or injury	0.67-0.77		
	Occupational diseases	0.77-0.81		

Table 3. Discriminant validity

construct	Mean	SD	OSH	WL	SB	WS
occupational safety and health management (OSH)	4.25	0.117	0.815	0.733		0.697
Workload (WL)	4.23	0.126		0.835		
Safety Behavior (SB)	4.37	0.108	0.632	0.682	0.794	0.715
Work Safety (WS)	4.24			0.700		0.732

Between the construction of each. These results indicate that the measurement model satisfies the discriminant validity.

Structural Models and Hypothesis Testing

The value of the coefficient of determination is used to calculate the amount of influence between K3 Management, Workload, and Safety Behavior on Work Safety. The results of the

recapitulation of the value of the coefficient of determination from the research model are contained in Table 4.

Table 4. R² Test Results

	R-square	R-square adjusted
Work Safety	0.632	0.618

Based on the results of the coefficient of determination in the table, it can be seen that the total influence between K3 Management, Workload, and Safety Behavior on work safety is 0.618 or 61.8%. That is, work safety was influenced by these three variables by 61.8% and the remaining 38.2% was influenced by other variables not involved in this study.

After validation of measurements through convergent and discriminant validity, this study conducted a structural analysis (Anderson & Gebing, 1988). Model suitability is assessed based on several conformity indices, which include Q-Square, SRMR (Standardized Root Mean Square Residual), NFI (Normated Fix Index), and GoF index (Goodness of Fit) (Hair et al., 2019). Table 5 illustrates the details of goodness of fit

Table 5. Goodness of fit test and model fit

Indicators	Accepted Value	Estimated model	result
Q ² predict	Close to 1	0.609	Fit
SRMR	0,08-0,10	0.083	Fit
NFI	Close to 1	0,752	Fit
GoF Index	0,1-0,36	0,401	Fit

Based on the results of the result calculation Software PLS above, the visible value of Q² shows an estimated result of 0.609 which means that the model has an estimated accuracy, namely how well each change in exogenous/endogenous variables can estimate endogenous variables with a high level by the opinion of Hair et al (2019) interpretation value Q² Qualitatively it is 0 (low influence), 0.25 (moderate influence, and 0.50 (high influence). SRMR shows an estimated result of 0.083 which means that the model has a fit Acceptable Fit. Empirical data can explain the influence between variables in the model. NFI shows an estimated result of 0.752 which means that the model has a match Acceptable Fit. This is in line with the opinion of Lohmöller (1989) who said that the NFI value is closer to 1 the better the model fit. The GoF index shows an estimated result of 0.401 which is included in the high category based on the opinion of Wetzels et al (2009). Empirical data can explain that measurement models have a high match rate. Looking at the results of the structural model that has been used to test the model, the hypothesis of this research will be assessed through the value of the coefficient Path and the value of t (t values) to evaluate the significance of its influence. In addition, the test results of the significance of the path also include the value of the parameter coefficient (Original Sample). The coefficient of this parameter reflects the significance of the influence of each variable under study. According to Jaya (2020) by using the t-test, it can be concluded whether Ho is rejected or H₁ is Accepted through the hypothesis by looking partially at whether there is a relationship between the dependent variable and the

independent variable. Using the significance value of the t-statistical test with a confidence degree of 5% or 0.05 (P-Values 1,96).

Table 6 Recapitulation of Hypothesis Tests

	Original sample (O)	T statistics (O/STDEV)	P values
K3 Management -> Work Safety	0.291	2.308	0.021
Workload -> Work Safety	0.232	1.793	0.073
Safety Behavior -> Work Safety	0.373	3.488	0.000

Based on Table 6 it can be seen that K3 Management is shown to influence work safety can be seen from the value of t-statistics (t count) 2.308 where this value is greater than t_{table} (1.96) with a significance value (P-values) less than $\alpha = 0.05$, the original sample value between K3 Management and work safety of 0.291 with a positive direction can be expressed H_1 accepted, meaning that there is a significant influence between K3 Management on work safety and the direction of a positive relationship, in other words when K3 Management increases, work safety will be higher and vice versa. It can be seen that Workload does not influence work safety, this can be seen from the value of t-statistics (t-calculate) 1.793 where this value is smaller than t_{table} 1.96 with a significance value (P-values) of 0.073 where this value is more than $\alpha = 0.05$. Because the calculated t-value (t-stat) is smaller than the t_{table} and the P-value is greater than $\alpha = 0.05$, H_2 is rejected, meaning that there is no influence between Workload and Work Safety. The value of Safety Behavior on occupational safety can be seen from the value of t-statistics (tcalculated) 3.488 where this value is greater than t_{table} (1.96) with a significance value (P-values) less than $\alpha = 0.05$, the original sample value between Safety Behavior and work safety is 0.373 with a positive direction then it can be expressed H_3 accepted, meaning that there is a significant influence between Safety Behavior on work safety with the direction of a positive relationship, in other words when Safety Behavior increases, work safety will be higher and vice versa will occur.

Discussion

From the results of research that has been conducted by researchers on the influence of K3 Management, Workload, and Safety Behavior on the work safety of PT. PLN Priok POMU obtained the following results:

The Effect of K3 Management on Work Safety

Based on research conducted by researchers, it was found that K3 Management has a positive and significant effect on work safety. This is based on the results of t count $2,308 > t_{table}$ 1.96, it can be interpreted that K3 Management influences work safety. The original sample value between K3 Management and Work Safety is 0.291 and the significance value (P-values) is $0.021 < 0.05$, it can be said that K3 Management has a significant positive influence on work safety. The characteristics of respondents based on their position are mostly working in engineering or those who work in field areas with a greater level of risk, which causes the need for a level of vigilance and knowledge related to applicable regulations and SOPs to create work safety.

The largest descriptive analysis value on the K3 Management variable is the statement "leaders make procedures and regulations in work safety" with a value of 4.48 (very

good/high category) because respondents have a perception that leaders at PT. PLN Priok POMU has been very good in making procedures and regulations related to work safety. Meanwhile, there is the lowest mean value in the statement "I have received formal training on K3" with a value of 3.84 (good category) because some respondents have a perception that they have not received formal training related to K3 provided by the organization, while K3-related training is one of the strong factors in creating work safety.

Heinrich (1931) states that many workplace accidents are of a nature preventable (preventable) and that preventive measures at a small level (minor incidents) can reduce the risk of a larger accident. Effective K3 management will focus on preventing minor accidents to prevent more serious accidents from occurring. Heinrich described accidents as dominoes (domino theory) where this theory describes accidents as a chain of causation, if the first domino falls, it will result in the fall of the second domino, followed by the third, and so on. However, if this circuit is interrupted by the elimination of one of several constituent factors, then an accident will not occur. Accident prevention published by Heinrich (1931) has five factors identified.

1. Domino 1: heredity and social environment of workers
2. Domino 2: carelessness or personal mistakes
3. Domino 3: Unsafe actions
4. Domino 4: The accident
5. Domino 5: Injury or loss

Bird & Loftus (1976) emphasize that accidents are not always caused by one single factor but by a series of interconnected events or events. Good K3 management must be able to identify and manage factors that can contribute to this series of events to prevent accidents.

This research is reinforced by some experts such as Bhasi (2010) stating that good management practices have a positive effect on employee attitudes and behaviors toward safety. A good application of MK3 can affect Work Safety. In occupational safety and health management practices, good communication and feedback are required. Increasing employee safety awareness can be achieved through providing relevant information, ensuring that they have the necessary knowledge to carry out duties safely, and avoiding potential risks that could result in injury. Bluff (2003) argues that underlying OSH management is the need to manage risks effectively, such as systematic identification of hazards, assessment and control of risks, and evaluation and review of risk control measures to ensure they are implemented and maintained effectively. Research conducted by Mearns et al (2003) conveyed that expertise in implementing some Occupational Safety and Health Management practices was associated with lower accident rates. This is in line with research conducted by several researchers such as Ajmal (2021), Ladewski, and Al-Bayati (2019) which suggests that there is a significant positive influence between the implementation of K3 Management on Work Safety. This means that increasing the implementation of positive K3 Management will optimize Work Safety.

The Effect of Workload on Work Safety

Based on research conducted by researchers, it was found that Workload does not affect Work Safety. This is based on t count $1.793 < t$ table 1.96 , significance values (P -values) of $0.073 > 0.05$, and original sample (O) values between Workload and Work Safety of 0.232 with a positive direction. It can be said that Workload does not influence Work Safety. This can happen because the characteristics of respondents are dominated by men and the high level of Safety Behavior and MK3 Application where even though the Workload increases will not affect the level of Work Safety.

The largest descriptive analysis value on the Workload variable is "I have done my work by the applicable SOP" with a value of 4.48 (very good/high category) this indicates that overall, the implementation of work has almost reached the optimal level by the instructions and procedures that have been set. Conformity with SOPs can be interpreted as compliance with established operational standards, which is a positive indicator within the scope of work. While there is the lowest mean value in the statement "the change in workload has remained the same in the past year" with a value of 3.63 (good category), this indicates that some respondents feel that in the past year, there has been a change in the level of workload given by the company to workers. Workload provisioning conditions can also reflect operational efficiency. If the organization can maintain productivity without the need to increase the workload excessively, this can be considered as a sign that work processes and systems are running well, if on the contrary then work processes and systems have an obstacle that must be evaluated immediately.

Hart & Staveland (1988) Developed a workload tolerance theory that emphasizes that individuals have tolerance limits to certain workloads. They argue that people can adjust to high levels of workload through time and experience, and that high workload does not necessarily correlate directly with accident risk. They state that tolerances can vary between individuals and that there is not always a linear relationship between workload and error rate or risk. According to the theory of stress developed by Lazarus & Folkman (1984), an individual's perception and assessment of workload can influence the extent to which stress is perceived. Lazarus and Folkman argue that individuals have the ability to assess and cope with stress and that a high workload does not necessarily result in a negative impact on occupational safety if individuals can manage stress effectively. Bonanno (2004) also argues that an individual's ability to adapt and recover from challenges or burdens. In this context, a high workload may not necessarily have a negative impact on occupational safety if individuals have high levels of adaptation and resilience. In addition, the characteristics of workers in terms of education also provide an illustration, where the equivalent category of high school education dominates compared to D3 and Bachelor graduates. This influence is significant because employees with a high school education background tend to focus not only on the workload but also on how they can complete tasks well to earn a decent income for the fruits of their labor. This research is supported by previous research that has aligned results carried out by Patrisia (2018), and Wiratna & Nway (2022) which convey that Workload does not affect Work Safety.

The Effect of Safety Behavior on Work Safety

Based on research conducted by researchers, it was found that Safety Behavior has a positive and significant influence on Work Safety. This is based on the results of t count 3,488 > t table 1.96, it can be said that Safety Behavior influences Work Safety. The original sample value between Safety Behavior and occupational safety of 0.373 and significance values (P -values) of $0.000 < 0.05$, can be interpreted that Safety Behavior has a positive and significant influence on work safety. The characteristics of respondents are based on the length of service of the majority of employees with a length of work of >10 years, the working period is classified as very sufficient to make employees practice Safety Behavior at work, whether it shows positive or negative Safety Behavior, it can affect work safety.

The largest descriptive analysis value in the Safety Behavior variable is the statement "I check the safety of work equipment and workplace before work" with a value of 4.53 (very good/high category) this is because respondents have the perception that PPE that is complete and in suitable condition will help them in increasing the level of safety and prevention if there is an accident in the workplace. Meanwhile, there is the lowest mean value contained in 2 points of statements "I consistently use Personal Protective Equipment (PPE) completely" and "I carry out work safety procedures following the correct Standard Operating Procedure (SOP)" with a value of 4.16 (very good/high category) this indicates that there are still some employees who violate applicable regulations and SOPs, This also shows that there are still respondents with a poor level of Safety Behavior and still need to be evaluated by the organization so that the level of awareness / Safety Behavior of its employees changes.

Safety Behavior refers to the behavior of employees in complying with applicable regulations when facing risky situations. Most accidents are caused by human factors, therefore, the risk of accidents and injuries can be minimized by raising safety awareness. Positive Safety Behaviors include worker behavior to follow standard work procedures, use personal protective equipment, and always avoid the risk of safety violations (Subramaniam et al., 2023). Neal & Griffin (2006) This identifies proactive behaviors, such as safety initiatives and involvement in safety activities, as important factors in fostering a positive safety culture. Proactive behaviors can include giving advice, reporting potential hazards, and participating in safety training. Zohar (2010) developed the Organizational Behavior Security Theory (Organizational Safety Behavior, OSB), which emphasizes the important role of organizational culture in shaping safety behavior. An organizational culture that supports and encourages safety behaviors among employees is considered key to achieving a high level of safety. Probst (2019) emphasizes the importance of empowering employees to actively participate in safety initiatives. Empowerment can include giving employees more control over their safety-related tasks and decisions, which can motivate more positive safety behaviors. This research is supported by previous research that has the results of broadcasts carried out by Putra et al. (2022), He et al. (2020), and Wanta et al. (2019) which suggests that there is a significant positive influence between Safety Behavior on Work Safety. This means that improving positive Safety Behavior will optimize Work Safety.

CONCLUSION

Based on research that has been analyzed and discussed using PLS (Partial Least Square) with the title "Occupational Safety and Health Management, Workload, and Safety Behavior on Work Safety at PT. PLN (PERSERO)", it was concluded that the results of the study partially proved that the Workload variant did not influence the Work Safety of PT employees. PLN Priok POMU. This is based on a t count of 1.793 and a significance value (P-values) of 0.073. The results of the coefficient of determination in the table show that the total influence between K3 Management, Workload, and Safety Behavior on work safety is 0.618 or 61.8%. That is, work safety is influenced by these three variables by 61.8% and the remaining 38.2% is influenced by other variables not involved in this study. The results of the study partially proved that the K3 Management variable had a positive influence and significance on Work Safety with a calculated t-value of 2,308 significance values (P-values) of 0.021. This indicates that high K3 Management can increase the level of work safety, and vice versa low K3 Management will reduce the level of work safety. The results of the study partially proved that the Safety Behavior variable has a positive influence and significance on work safety, it is based on the results of a t count of 3,488 and a significance value (P-values) of 0.000. This can be interpreted that if the level of Safety Behavior is high, it can optimize work safety, and vice versa if Safety Behavior is low, it reduces the level of work safety.

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