

THE IMPLEMENTATION OF OCCUPATIONAL SAFETY AND HEALTH POLICY (OSH) AT STATE ELECTRICITY COMPANY (PLN) BRANCH KUPANG

Irmina Natalia Waetuto, Nursalam and Hari Rarindo
Master Program of Public Administration Nusa Cendana University, Kupang
E-mail: ngeblues_4075017@yahoo.co.id

ABSTRACT

This research is motivated by the problem of less awareness of the PLN work officers / employees which is ruled out the OSH by not heeding the regulations that have been contained in the *Standard Operating Procedure* (SOP), caused many accidents every year. The research method used is descriptive qualitative with 10 people informants. The results of this study indicate that (1) zero accident which was the goal of implementing this policy was not achieved, work accident still happens. This work accidents are caused by a number of reasons, among them are the OSH experts less in each rayon, competence less of the field supervisors, the systematically budget realization, the awareness less of field officers about the importance of OSH, (2) the authority of each section which is mostly related to the Occupational Safety and Health Policy has not been implemented properly, the number of violations on SOP makes the implementation of OSH policy not run well.

Keywords: implementation, policy, occupational safety and health, state electricity company

INTRODUCTION

The technology developments, engines and others are not comparable to the development of human protection which is the main factor of a job. Technology and the machine always updated, finds out the faults and looks for solutions in order to perfecting the machine by certainly reducing the costs. Then what about the humans, which is the major factor of a company? It makes the industrial world compete to do efficiency and to improve productivity by using high complex production tools. As the industrial, the organization also needs production tools to do its job. The more highly complex job tools used, the more potential of work accident will be inflicted, if it is not doing with well handling and controlling. Occupational Safety and Health (OSH) will create the realization of good labor maintenance. Occupational Safety and Health can be grown up in each individual employee by using good counseling and coaching, so they can realize the importance of safety work for himself and for his workplace. Occupational Safety and Health is a condition or factor that influences or can affect the health and safety of workers himself or other workers (including

temporary workers and contractor), visitors or everyone at work station (Soehatman Ramli, 2010: 62).

PT. PLN (Persero) Kupang area is an electrical supplier government company. It runs electricity for every customer in the Kupang area. Since 3 years operated, there were 3 work accidents has occurred at PT. PLN Persero Kupang area. But on the other side, PLN Kupang Area also concerned about OSH, which is Zero Accident or absolutely no accident for every year. It is a different with the reality.

Table 1. Numbers of Work Accidents at PT. PLN Branch Kupang

Year	Accidents			Total
	Employees	Installation	People	
2014	1	-	-	1
2015	-	1	1	2
2106	1	1	1	3

According to the Act Number 3 of 1992 of the Republic of Indonesia, stated that is a proper for a labor to plays an active role and also responsible for the implementation of maintenance and welfare improvement programs for the realization of good labor and his family protection. So it's not only the company's responsible on this matter, but also needed an active role of the employees, to achieve the mutual prosperity.

The purpose of this research is to identify the determinant factors of Occupational Safety and Health policy implementation at PT. PLN Branch Kupang.

LITERATURE REVIEW

1. *Smith's* Implementation Model

According to Smith in *Islamy* (2001) in Mulyadi (2015: 16), the implementation of public policy is influenced by four variables, i.e.

- a. *Idealized policy* is a pattern of interaction which was initiated by policy makers in order to encourage, influence and stimulate the Target Group to implement it.
- b. *Target groups* are the part of the *policy stakeholders* which is expected to be able to adopt the patterns of interaction as expected by the policy makers. Because this group is the target of the implementation policy, so it is hoped can be adjustable between behavior patterns with the formulated policies.
- c. *Implementing organization*, i.e. the implementing agencies which are responsible for the policy implementation.
- d. *Environmental factor* is the environment elements which affect the policy implementation such as cultural aspect, social, economics and politics.

2. *Donald Van Meter & Carl Van Horn's* Implementation Model

In the policy model, the factors that influence the success of policy implementation are: a. the standard and objectives policy / size and objectives policy. b. Resources. c. The implementing organizations characteristics. d. The attitude of the implementers. e. The communication between organizations about the implementation activities. f. Social environment, economics and politics. (Van Meter and Van Horn in Agustino, 2006: 142).

- a. *Standards and objectives policy / measurement and objectives policy*; the success level of performance of the policy implementation can be rated from the realistic size and objectives of the policy with the socio-culture at the policy implementer level. Van Meters and Van Horn (in Agustino, 2006: 164) suggested that to rate the implementation performance policy certainly has to confirm the achieving standards and targets by the implementer's policy.
- b. *Resources*; Van Mater and Van Horn (in Widodo, 2007: 194) emphasized that: "*Policy resources* are not less important than communication. These *policy resources* must also

be available in order to streamline a policy administration implementation. These resources consist of funds or an incentive which is facilitating a policy execution (implementation)".

- c. *The implementing organizations characteristics*; the focus is on implementing agencies includes formal and informal organizations that will be involved in the policy implementing. This is important because the policy implementation performance will be very influenced by the correct also match characteristics with the implementing agents.
- d. *The communication between organizations about the implementation activities*; Van Horn and Van Mater (in Widodo, 2007: 97) the standard goal must be understood first by individuals (*implementors*). Communication in terms of delivering information to the policy implementers about the standards and goals must be consistent and uniform (*consistency and uniformity*) from the various information sources. If there is no explication and consistency also uniformity about policy standards and goals, then it is hard to achieve the policy standards and goals.
- e. *Disposition or the attitude of implementers*; according to Van Metter and Van Horn (in Agustino, 2006: 162): "The acceptance or rejection attitude of the policy implementing agent is very influential to the success or failure of public policy implementation".

3. *E.S. Quade* Implementation Model

E.S. Quade (1984: 310) in the *Anggaran* (2014: 263) stated that in the policy implementation process there will be interaction between the implementing organization and environmental factors, and requires transaction as feedback. Quade provides an illustration that there are four variables that must be examined in the analysis of public policy implementation, they are as follows:

- a. The dreamed policy is the dreamed interactions pattern that people who sets the policy, try to realize the target group, which is, the subject is expected to be able to adopt the new interaction patterns by using policies and subjects that must be change to fullfil their needs.
- b. The implementing organization i.e. consists of a government bureaucracy unit which is responsible for the policy implementation.
- c. Environmental factors; the enviroment elements that affect to the policy implementation.

RESEARCH METHODS

This research is a descriptive qualitative research. This is considering to the research's main purpose which is to understand deeply (*verstehen*) to the phenomenon on the targeted research. This research conducted at the Electricity State Company (PLN) Branch Kupang. PLN has an office on the Palapa - Kupang road. The reason for choosing this company is because researchers feel that in this company has a high risk of work accident, so it is suitable for doing a research about Occupational Safety and Health policy (OSH). Besides that, this company also has implemented an OSH policy in its daily activities.

Primary data collection is done in two ways that are observation and in-depth interviews. Secondary data is also used, it is done by using literature review, written sources such as books, articles, documents, etc. which is has relevance to the research, and it is used as additional references to enrich the research.

The data validity in this study use credibility criteria in steps observation extension and triangulation.

DISCUSSION

From the results of research analysis to the safety and Healty Work policy (OSH) implementation at PT. PLN Kupang Branch, found several things:

Based on Soemohadiwidjojo's theory (2014: 11), SOP is a guide used to ensure that the organizational activities or company operations run smoothly. This aims to ensure that the organization operates consistently, efficiently, effectively, systematic, and well-managed, to produce a consistent quality product with established standards.

To implement the safety of employees, the company gives by itself the safety helmets, low voltage gloves, safety shoes and first aid kit for the employees. The function of this equipment is for the safety, so employees do not slip or get electrocuted and other hazards. But generally, the employees do not care about that and choose to work without using equipment which is already mention in the Operating Standards Procedure (SOP).

They still don't care about the risk that they will get when they don't using the equipment. And same also with the supervisors himself, they do not supervise well or careless in doing their authority.

According to Chaplin in Syafaruddin (2012: 71), "*ability* is (ability, skill, dexterity, talent, capability) is energy (power) to do something deeds ". To guarantee the Occupational Safety and Health (OSH) policy implementation at PT. PLN Persero Branch Kupang is dependent on Human Resources capabilities especially the field officers who are vulnerable to work accidents.

The ability of safety work officers on the operations engineering, engineering safety work, hazard control management is felt less, so it is an obstacle to achieve the good safety performance. As a result, there is a gap between the applied technology developments with the higher negative impact of the safety work officer's ability in anticipation the growing

dangerous situation. This is also caused by Human Resources development less on OSH or less developed of education on it. That's why the employees so often ignore the given SOP.

Porter in Soemohadiwidjojo (2014: 39) explained that organizational commitment is a binding (*attachment*) with the organization is characterized by withstand willing; identified by organizational values and goals; and also willingness to try deeper on its behavior.

PT. PLN Branch Kupang has commitment that safety is above all. Related to safe work, comfortable work is the purpose of the Occupational Safety and Health (OSH) policy at PT. PLN Branch Kupang. This commitment starts with using the APD in every work implementation. But it was found that the commitment built together is not always obeyed by the officers on the field. This is proven by there are some officers who do not use APD at the duty time, because they assumed that APD block their movement on their duties. Besides that, the supervisors are also unsuccessful to make them more discipline to use APD, because the supervisors themselves are not capable to reprimand or warned the field officers.

According to Jones (1997) in *Tangkilisan* (2003: 18), applications related to the routine equipment for services, and others. In this case the researchers feel that resource Human Resources (HR), budget and facilities are things that can describe how the Occupational Safety and Health (OSH) policy implementation at PT. PLN Branch Kupang.

In terms of budget procurement, it is too systematic, must through some various stages which is takes many times and complicated. As a result, to fulfill urgent needs, for example APD, requires a long stage and takes time, can't be done as soon as possible. This case has implications to the unprioritize of Occupational Safety and Health policy, which can be proved by the limited budget, so it must slash the need for safety employees who work in the office. The Occupational Safety and Health (OSH) policy is not only for workers on the

field, but also for employees who doing activities inside the office. The consequence of the limited budget, the employees' safety must be set aside.

Facilities are also one of factors that influence OSH to streamlined supporting on the job or activity. Facilities are used to facilitate the activities. Based on its own functions, it is needed facilities or supporting facilities that can support on the field. But what was found, there was no control by the PT. PLN Branch Kupang to the goods / supporting facilities which so old, it was unknown that whether it can still be used or not.

The equipment maintenance and control are also not in good conditions and periodically. Some of the equipment can be seen from the length of usage / time limit, though the tool is no longer suitable. This is used to know which of the damage equipment in order to be repaired and does not provide danger or adverse effects to the employees.

CONCLUSION

Based on the research results and the discussion, it can be conclude as follows:

1. The Occupational Safety and Health (OSH) policy implementation at PT. PLN Branch Kupang does not work well. The *zero accident* which is the goal of the policy implementation is not reached; it is still happen any work accident. These work accidents are caused by several things, such as the OSH experts less in each small branch, the supervisor competent less, the systematic budget realization, the field officer awareness less about the importance of OSH.
2. As the organization, it has implemented the Occupational Safety and Health (OSH) policy which indicated by the authority of each part is mostly related with Occupational Safety and Health (OSH) policy, but many violation of the SOP makes OSH policy implementation not goes well.

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