Construction Safety Management System Implementation Model Based on Minister of Public Works and Public Housing Regulation Number 10 of 2021 to Support Infrastructure Development in East Java Province

Ery Farida[1*], Qomariyatus Sholihah[2], Sri Andarini[3], M. Halim Natsir[4]
[1)] eryfarida1234@gmail.com, [2)] qomariyatus@ub.ac.id, [3)] sriandarini@yahoo.com, [4)] emhanatsir@ub.ac.id

[1]Doctoral student, Interdisciplinary Postgraduate Environmental Science Doctoral Program, Brawijaya University, Malang, Indonesia;

[2-4]Lecturer of Interdisciplinary Postgraduate Environmental Science Doctoral Program, Brawijaya University, Malang, Indonesia

Article Info

Received: 2022—07-10
Revised: 2023-01- 10
Accepted: 2024-03-10

Keywords:
Occupational Safety and Health; Interpretive Phenomenology; Alfred Schutz's Phenomenology

Abstract

This study aims to develop a model for implementing a Construction Safety Management System (CSMS) in accordance with Minister of Public Works and Public Housing Regulation Number 10 of 2021, tailored to support infrastructure development in East Java Province. Employing a qualitative research approach with a phenomenological lens, the interpretative phenomenological analysis yielded four key themes and thirteen associated insights. These include a detailed breakdown of the SMKK document, the scope of integrated construction work, special work considerations, and safety guarantees for buildings and construction assets. Noteworthy findings encompass the comprehensive structure of the SMKK document, the regulatory landscape shaping integrated construction, criteria for special work, and the roles of infrastructure operators and project organizers in ensuring construction safety.

I. Introduction

Occupational Safety and Health is philosophically defined as a thought about efforts to ensure the physical and spiritual integrity and perfection of the workforce in particular and humans in general along with their work and culture towards a just and prosperous society (Mulyono, 2016). From a legal perspective, Occupational Safety and Health aims to safeguard the well-being of employees while they perform their duties in the workplace, ensuring the safety of all individuals who enter the premises, and promoting the secure and effective utilization of production resources (Messah et al., 2012). According to the ILO, Occupational Safety and Health is the science of anticipating, recognizing, evaluating and controlling hazards arising in or from the workplace that could disrupt the health and welfare of workers, taking into account the possible impact on the surrounding community and the general environment (Alli, 2008). In general, the direct causes of work accidents are divided into two groups, namely unsafe actions (human factors) and unsafe conditions (environmental factors) (Silaban & Kes, 2014).

The government is making an effort to enhance occupational health and safety within the informal sector through the implementation of Occupational Health Effort Post initiatives. The primary focus of these initiatives is to offer basic health services to the workforce, particularly informal workers. Studies conducted at various community health centers indicate that the outreach of Occupational Health Efforts to informal workers remains limited, primarily consisting of curative measures like health screenings (Pangkey et al., 2018; Wahyuni, 2020).

Accident prevention measures aim to reduce the chances of accidents occurring to an absolute minimum. This is in accordance with the domino theory which describes a series of causes of accidents resulting in injury or damage. Domino Heinrich's theory states that an accident is not a single event, but is the result of a series of interrelated causes (Ridley, 2008).

Work accidents in the construction sector are like an iceberg phenomenon that can occur at any time if they are not anticipated as early as possible, because if left unchecked they will result in huge losses and threaten the safety and health of workers/laborers in the workplace. Companies also have to pay financial costs to workers/laborers who die/experience temporary physical disabilities and permanent physical disabilities, as well as to the families left behind which will be an additional burden for the company (Bird et al., 1990; Srisantyorini & Safitriana, 2020).

The condition of widespread work accidents when the policy on Occupational Safety and Health was created and ratified, it is questionable how the

performance of the implementation of the Occupational Safety and Health policy was and what factors influenced its implementation. According to Ripley and Franklin, there are two approaches to assessing the success of policy implementation, namely: 1) An approach that focuses on target group compliance, 2) An approach that focuses on achieving policy objectives. Compliance is assessed by looking at the implementation of implementers and target groups as regulated in the Safety policy. and Occupational Health (Maharani et al., 2014; Ripley & Franklin, 1986).

The achievement of policy objectives is assessed from the achievement of the objectives set out in the policy, including the realization of these objectives. A program can be considered successful if the program has the desired impact (Akib & Tarigan, 2008). To assess the achievement of the objectives of the Occupational Safety and Health policy, it is analyzed from data relevant to the objective, namely preventing and reducing the occurrence of work accidents and work-related diseases. To assess the achievement of these goals, look at data on work accident numbers and national occupational disease data issued by the Ministry of Manpower, BPJS Employment and the Ministry of Health.

Factors that influence the implementation of Occupational Safety and Health policies in Indonesia are: 1) Irrelevant Policy Content, 2) Lack of Supervising Human Resources, 3) Low Compliance with Target Groups, 4) Mindset regarding Occupational Health and Safety (Astuti, 2018; Hazliansyah, 2015; Hidayat, 2018; Purwitayana, 2013; Rahayu et al., 2017).

To improve the performance of implementing K3 policies in Indonesia, several things are recommended: 1) revise and adjust the Law on Occupational Safety and Health, 2) the performance of Occupational Safety and Health implementation can be optimized through increased supervision, 3) apart from physical efforts, mindset regarding Occupational Safety and Health also needs to be addressed (Masrully, 2019).

To create buildings of reliable and sustainable quality, regulations were issued in Circular Letter of the Minister of Public Works and Public Housing Number 11 of 2019 concerning Technical Instructions for the Cost of Implementing a Construction Safety Management System and Circular Letter of the Minister of Public Works and Public Housing Number 15 of 2019 concerning Guarantee Procedures Quality and Quality Control of Construction Work at the Ministry of Public Works and Public Housing, the entire substance of which was then published in Regulation of the Minister of Public Works and Public Housing Number 21 of 2019 concerning Construction Safety Management Systems. The issuance of this Ministerial Regulation is an indication of safety-related regulations that not only look at the safety aspect for workers, but also from the

safety aspect of assets and property, within the project site and in the surrounding environment affected by the project. In its development, Regulation of the Minister of Public Works and Public Housing Number 21 of 2019 has become one of the regulatory guidelines that is used as a basis, not only for construction business services in the field of Public Works and Public Housing, but can also be used for all construction work in general.

With the issuance of the Job Creation Law Number 11 of 2020 which explains the responsibility and authority of the central government for the provision of construction services by implementing Security, Safety, Health and Sustainability Standards, the substance of the Construction Safety Management System regulations is contained in Government Regulation Number 14 of 2021 in article 84 – article 84AK. Based on the technical regulations in implementing the mandate of Government Regulation Number 14 of 2021, since March 31 2021, Minister of Public Works and Public Housing Regulation Number 10 of 2021 concerning Construction Safety Management System Guidelines has been issued which revokes Ministerial Regulation Number 21 of 2019.

The Governor of East Java, as a representative of the Central Government, has been overseeing the implementation of SMKK so far without utilizing Minister of Public Works and Public Housing Regulation Number 10 of 2021 which has been established by the government since March 31, 2021. In carrying out the supervisory function in the Pancasila Industrial Relations in the field of employment, in addition to implementing Minister of Public Works and Public Housing Regulation Number 21 of 2019, the Governor of East Java issued Regional Regulation Number 8 of 2016 concerning Employment Implementation. This regulation regulates aspects of labor protection, wages, and worker welfare. The types and targets of protection include protection for workers with disabilities, child labor protection, protection for female workers, working hours protection, and occupational safety and health protection. Labor protection covers aspects of social security, working hours, minimum wage, association and meeting rights, as well as worker safety protection.

The results of special interviews conducted with construction workers, namely skilled workers and construction experts at the Department of Public Housing, Settlement Areas and Human Settlements, East Java Province, show that starting in early 2023, work accidents on building construction projects that cause injuries to body parts are the hands (26 .09%) and head (21.74%). The types of work accidents that occur quite frequently in building construction projects are bumps (39.02%), hits (24.39%) and falls from heights (21.95%). The source of work accidents on building construction projects that often causes accidents is hand tools (36.84%). Dangerous actions in building construction projects are workers neglecting to use protective equipment (36.84%), using unsafe

equipment (23.68%). The behavior of construction workers is greatly influenced by the habits of workers who are not used to personal protective equipment and how to lift loads incorrectly. The consequences of work accidents on construction projects for workers can result in death, disability and injury. Based on the results of these interviews, it shows that many work accidents result in injuries to workers, and only a few say that work accidents result in disability in workers. This is possibly because they cover up work accident reports to make them appear clean of fatal accidents (disability, death).

Based on this background, it can be concluded that even though the Regulation of the Minister of Public Works and Public Housing Number 21 of 2019 has been implemented, in its implementation it turns out that in East Java there are still work accidents which result in many injuries and even disability in workers (Agustina, 2018; Setyanti, 2018; Wilana & Zulfiar, 2021). Therefore, it is necessary to replace the regulations with Regulation of the Minister of Public Works and Public Housing Number 10 of 2021 which has been in effect since March 31 2021. To enforce this Regulation of the Minister of Public Works and Public Housing, research needs to be carried out with the aim of obtaining a Construction Safety Management System Implementation Model Based on Minister of Public Works and Public Housing Regulation Number 10 of 2021.

2. Literature Review

Qualitative research

The world of natural phenomena and reason is easy to observe. Meanwhile, the world of noumena cannot be approached empirically, because it is not physical (natural) or empirical. Kant concluded that most humans do not think deeply about the world of noumena, so the world of noumena is rarely reached. Human life is not only a mere phenomenon, but also a noumena, because human life is actually full of mysteries (Fatchan, 2013).

Qualitative research is a research procedure that produces detailed descriptions, in the form of written or spoken words, of individuals or groups of people and their various behaviors. This description comes from the results of in-depth and holistic observations and interviews (Bogdan & Taylor, 1992).

Qualitative research is a tradition usually used by social scientists which fundamentally depends on human observation in its own area and is related to the language, terms and various symbols contained therein (Kirk & Miller, 1986).

Qualitative research is research that starts from social reality with the basic assumption that human behavior or actions have meaning for the perpetrators in a certain context. There are three main aspects that must be understood, namely:

a) Basically humans always act in accordance with the meaning of everything they encounter and experience in this world, b) The meaning they encounter and take arises from interactions between individuals, c) Humans always interpret the meaning they have. encountered and experienced before acting, the actions carried out are in line with the meaning of the various things used (Kirk & Miller, 1986; Miles & Huberman, 1984).

Interpretative phenomenological analysis

Qualitative research with a phenomenological approach examines entry into the world of meaning that is conceptualized within the individual and then manifested in the form of phenomena. The assumption of the phenomenological approach is that for individuals interacting with each other there are many ways of interpreting experiences, the meaning of the experience shapes the reality of the actions shown (Collin, 2012; Sparinga, 2000; Waters, 1994). The meaning behind various visible phenomena (noumena) is different for each informant. Therefore, an interpretative understanding method is needed (Fatchan, 2011).

The interpretive understanding method used is Interpretative Phenomenological Analysis, which does not place objectivity as important, but rather prioritizes depth of understanding. Therefore, subjectivity must be explored as deeply as possible through the knowledge of the informant (Creswell, 2018). The informants' understanding of themes and meanings through Interpretative Phenomenological Analysis produces a detailed description, which describes the impressions, opinions and views of the informants studied.

Alfred Schutz phenomenological approach

Based on detailed descriptions, explanatory descriptions can be formed, which describe the relationships between categories to build theories in the form of propositions. The approach method used to build propositions is Alfred Schutz's phenomenological approach. According to Schutz, understanding a person's actions is not only based on influences from within oneself, but also influences from other people and socio-culture that exist during a person's life. So human actions are based on their common sense awareness (Ritzer, 1985). Schutz also explained that in everyday human life it is more of a practical reality than motives for purposes and causes. Therefore, the natural attitudes and actions of every human being are regulated by in order to motives and because motives (Campbell & Hardiman, 1994; Waters, 1994).

Implementation of public policy

Even if a reliable policy is not implemented well and optimally, the policy will fail to achieve the goals set by its creators (EDWARD III, 1980). To further implement

public policy, Nugroho offers two steps, namely: 1) Direct implementation in the form of programs, and 2) Through the formulation of derivative policies from the public policy. Of these two options, every policy can be implemented, so it should also pay attention to realistic program forms, so that they can meet the public interest (Nugroho, 2003).

Public policy implementation is a series of activities that are deliberately carried out to achieve performance. As a policy, it must have certain standards and targets that must be achieved by the implementers or policy implementers (Van Meter & Van Horn, 1975).

As a framework, public policy is a process of discussion and negotiation to formulate problems and methods of implementation (Keban, 2004). Policy is an effort to understand: 1) what the government does and does not do, 2) what it produces or influences, and 3) the effects of public policy, if implemented or not (Dye, 1992).

Risk Management

Risk management is a process that identifies, measures, develops, selects and manages options to address these risks (Kerzner, 2001). ISO 31000 is an international risk management standard published by the International Organization for Standardization (ISO). ISO 31000 consists of three parts, namely risk management principles, risk management framework, and risk management process. The use of this standard is general, it can be used for various industrial sectors (Susilo & Kaho, 2010).

3. Research Method

General Observations

The focus of this research is to understand and explore the meaning as deeply as possible of the informant's knowledge regarding Minister of Public Works and Public Housing Regulation Number 10 of 2021, including 1) Details of the Construction Safety Management System document, 2) Scope of Integrated Construction Work, 3) Specific job descriptions, 4) Guarantee safety for buildings and construction assets to support infrastructure development in East Java Province.

Determination of research subjects

The research informants consisted of 3 people from the East Java Province Public Housing and Human Settlements Department, 1 person as a consultant supervising building and road construction projects, 1 person from the East Java Province Public Works Department of Highways, 1 person from PT Hutama Karya.

In-depth interviews

Collecting data through in-depth interviews will explore all problems in the form of open conversational discourse in conditions that are free, relaxed, not pressured, but lead to a dialogue, discussion to find causal relationships between themes or between substances based on the data that has been found, thus the researcher only leads to the topic of conversation and does not control the answers of the informant or research subject.

Documentation Activities

Apart from collecting data through observation and interviews, researchers also carry out documentation activities, in the form of taking photos related to this research, through in-depth searches of facts and phenomena from the research object, so that useful data will be found as material for analysis in this research.

Check data validity

Checking the validity of the data is carried out by following the following procedures (Ripley & Franklin, 1986):

1) Triangulation is a data validity checking technique that utilizes other parties outside the data as a comparison to the data.
2) Research reflexivity, explains to others who have an understanding of the reasons for using theories and research methods.
3) Member checking is a data validity checking technique by discussing the results of research through formal and informal discussions.
4) Thick and rich description, is the stage of the researcher explaining in detail the results of the study.

Interpretative Phenomenological Analysis

After checking the validity of the data, the identification stage of the meaning is called the data reduction stage. In phenomenology, this stage is called Interpretative Phenomenological Analysis. The steps of this analysis are as follows:

1) Reading and Re-reading, namely writing interview transcripts from audio recordings into transcripts in written form
2) Initial Noting, which records everything interesting in the transcript
3) Developing Emergent Themes, namely developing the emergence of themes
4) Searching for connection across emergent themes, i.e. looking for meaning from the sketches of the themes that emerge and are mutually compatible
5) Moving the next cases, i.e. moving to the next participant
6) Looking for patterns across cases, i.e. create a master table of themes for one case or group of cases

4. Results and Discussion

Based on the informant's understanding of the themes and meanings, 4 (four) themes and 13 (thirteen) meanings were obtained for the Implementation of the Construction Safety Management System Based on the Regulation of the Minister of Public Works and Public Housing Number 10 of 2021 to Support Infrastructure Development in East Java Province as follows:

Table 1. Research Findings Table

No	Theme	Meaning
1.	SMKK Document Details	1) Appendix D. RKK (Construction Safety Plan) 2) Appendix E. RMPK (Construction Work Quality Plan) 3) Appendix F. Quality Program 4) Appendix G. RKPPL (Environmental Management and Monitoring Work Plan) 5) Appendix H. RMLLP (Works Traffic Management Plan)
2.	Scope of Integrated Construction Work	1) PUPR Ministerial Regulation No. 10 of 2021 in article 1 2) Law Number 2 of 2017 3) Service Providers, Construction Consultancy and Integrated Construction Works prepare the SMKK Conceptual Design 4) Service Providers, Construction Consultancies and Integrated Construction Works must have Construction Occupational Safety and Health Experts, or Construction Safety Experts
3.	Specialized Work	1) Service Providers must apply the AKK for work that has a large and/or moderate level of risk and work of a special nature in accordance with the Construction work methods contained in the RKK 2) Special work, consisting of at least: hot work/causing sparks; lifting work; work in confined spaces; diving work; work at night; work at a height of more than 1.80 (one point eighty) meters; work using scaffolding; work using radiography; electrical work; and excavation or depth work.
4.	Safety Guarantee in Buildings and Construction Assets	1) Infrastructure Operators as service users who have the function of guaranteeing construction safety 2) Project Organizers as service users and service providers who guarantee and/or control construction safety

Source: Interview results

Construction Safety Management System Implementation Model Based on Minister of Public Works and Public Housing Regulation Number 10 of 2021 to Support Infrastructure Development in East Java Province as follows:

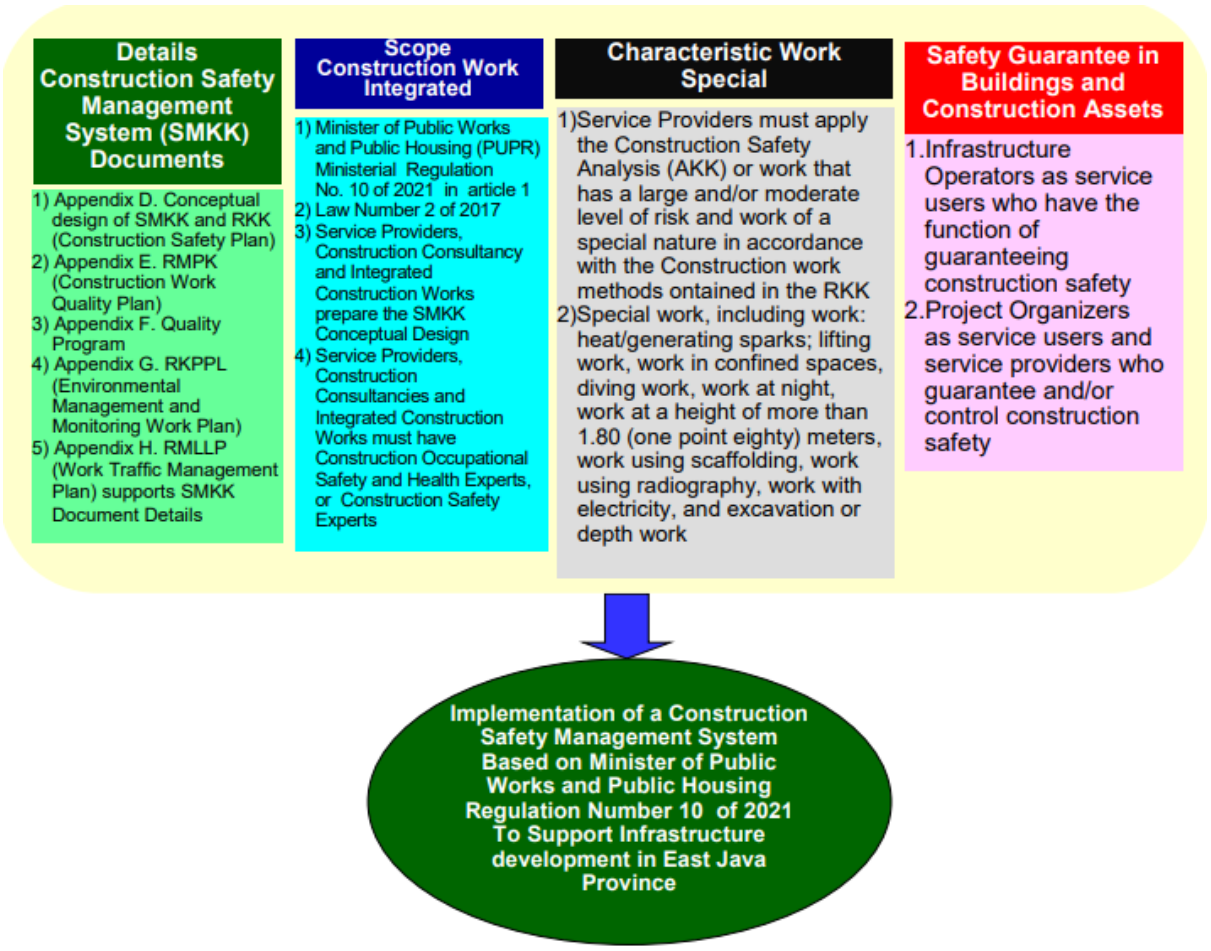


Figure 2. Construction Safety Management System Implementation Model Based on Regulation of the Minister of Public Works and Public Housing Number 10 of 2021 to Support Infrastructure Development in East Java Province
Source: Results of Proposition Formation

Information:

a. Details of the SMKK Document consist of 5 (five) activities, namely:
   1) Appendix D. Conceptual design of SMKK and RKK (Construction Safety Plan)
   2) Appendix E. RMPK (Construction Work Quality Plan)
   3) Appendix F. Quality Program
   4) Appendix G. RKPPL (Environmental Management and Monitoring Work Plan)
   5) Appendix H. RMLLP (Work Traffic Management Plan) supports SMKK Document Details

b. There are 4 (four) Scopes of Integrated Construction Work, namely:
   1) PUPR Ministerial Regulation No. 10 of 2021 in article 1
   2) Law Number 2 of 2017
   3) Service Providers, Construction Consultancy and Integrated Construction

Works prepare the SMKK Conceptual Design
4) Service Providers, Construction Consultancies and Integrated Construction Works must have Construction Occupational Safety and Health Experts, or Construction Safety Experts

c. There are 2 (two) special jobs, namely:
1) Service Providers must apply the AKK for work that has a large and/or moderate level of risk and work of a special nature in accordance with the Construction work methods contained in the RKK
2) Special work, including work: heat/generating sparks; lifting work, work in confined spaces, diving work, work at night, work at a height of more than 1.80 (one point eighty) meters, work using scaffolding, work using radiography, work with electricity, and excavation or depth work

d. There are 2 (two) safety guarantees for buildings and construction assets, namely:
1) Infrastructure Operators as service users who have the function of guaranteeing construction safety
2) Project Organizers as service users and service providers who guarantee and/or control construction safety

5. Conclusion

Conclusion

According to the research goals, it is determined that the analysis of the informants' themes and meanings resulted in the identification of 4 themes and 13 meanings through the Construction Safety Management System Implementation Model as outlined in Minister of Public Works and Public Housing Regulation Number 10 of 2021 to facilitate Infrastructure Development in East Java Province.

The first theme delves into the Details of the SMKK Document, encompassing 5 activities outlined as follows:
a. Conceptual design of SMKK and RKK (Construction Safety Plan)
b. RMPK (Construction Work Quality Plan)
c. Quality Program
d. RKPPL (Environmental Management and Monitoring Work Plan)
e. RMLLP (Work Traffic Management Plan)

The second theme addresses the 4 Scopes of Integrated Construction Work, delineated as:
a. PUPR Ministerial Regulation No. 10 of 2021 in article 1
b. Law Number 2 of 2017
c. SMKK Conceptual Design prepared by Service Providers, Construction Consultancy, and Integrated Construction Works
d. Requirement for Construction Occupational Safety and Health Experts or Construction Safety Experts within Service Providers, Construction Consultancies,

and Integrated Construction Works.

The third theme focuses on 2 special job categories, which are:
a. Application of AKK for high-risk work and work of special nature as per the Construction work methods outlined in the RKK by Service Providers
b. Specialized tasks such as heat/generating sparks; lifting work; work in confined spaces; diving work; work at night; work at a height of more than 1.80 meters; work using scaffolding; work using radiography; work with electricity; and excavation or depth work.

Lastly, the fourth theme highlights 2 safety guarantees for buildings and construction assets, which include:
a. Infrastructure Operators ensuring construction safety as service users
b. Project Organizers ensuring and/or controlling construction safety as service users and providers.

Suggestion

To ensure the sustainability of the construction safety management system implementation, several recommendations can be proposed: Firstly, management should conduct periodic reviews of the system's implementation on a weekly basis to ensure it functions properly and effectively. Secondly, construction service providers should consistently inspect and replace damaged Personal Protective Equipment (PPE) and Work Equipment (APK) to maintain safety standards. Thirdly, in the event of an increase in the workforce, construction service providers must ensure that all new workers receive proper safety induction. Lastly, future research in this area could benefit from incorporating the latest legal regulations as its basis for investigation.

References

Agustina, D. (2018). Breaking News: Crane Proyek Double Track di Matraman Ambruk, 4 Korban Meninggal. Tribunnews.Com.

Akib, H., & Tarigan, A. (2008). Artikulasi konsep implementasi kebijakan: Perspektif, model dan kriteria pengukurannya. Jurnal Baca, 1, 1–19.

Alli, B. O. (2008). Fundamental principles of occupational health and safety Second edition. Geneva, International Labour Organization, 15, 2008.

Astuti, I. (2018). Hanya 10% Perusahaan Terapkan Manajemen K3. Media Indonesia.

Bird, F. E., Germain, G. L., & Clark, M. D. (1990). Practical loss control leadership. International Loss Control Institute Loganville, GA.

Bogdan, R., & Taylor, S. J. (1992). Pengantar Metode Penelitian Kualitatif Terjemahan oleh Arief Rurchan. Surabaya: Usaha Nasional.

Campbell, T., & Hardiman, F. B. (1994). Tujuh Teori Sosial: Sketsa, Penilaian, Perbandingan. Kanisius.

Collin, F. (2012). Social reality. Routledge.

Creswell, J. W. (2018). Penelitian kualitatif dan desain riset.

Dye, T. R. (1992). Understanding public policy. (No Title).
EDWARD III, G. C. (1980). Implementing public policy. Congressional Quarterly Press.
Fatchan, A. (2011). Metode Penelitian Kualitatif Beserta Contoh Proposal Skripsi. Tesis dan Disertasi, Penerbit Jenggala Pustaka Utama, Surabaya.
Fatchan, A. (2013). Metode penelitian kualitatif: 10 langkah penelitian kualitatif pendekatan konstruksi dan fenomenologi. Universitas Negeri Malang. Malang.
Hazliansyah. (2015). Indonesia Masih Kekurangan Pengawas Ketenagakerjaan. Republika.Co.Id.
Hidayat, A. A. N. (2018). PUPR Sebut Desain Proyek Overpass Tol Manado-Bitung Salah Hitung. Tempo.Co.
Keban, Y. T. (2004). Enam dimensi strategis administrasi publik: konsep, teori dan isu. Gava Media.
Kerzner, H. (2001). Project Management. Seventh Edition. John Wiley & Sons, Inc. New York.
Kirk, J., & Miller, M. L. (1986). Reliability and validity in qualitative research (Vol. 1). Sage.
Maharani, R. D., Yulianti, R., & Haris, D. M. (2014). Implementasi Program Penyediaan Air Minum dan Sanitasi Berbasis Masyarakat (PAMSIMAS) di Kabupaten Lebak. Universitas Sultan Ageng Tirtayasa.
Masrully, M. (2019). Menakar implementasi kebijakan keselamatan dan kesehatan kerja di Indonesia. Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik, 22(1), 17–36.
Messah, Y. A., Tena, Y. B., & Udiana, I. M. (2012). Kajian Implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja pada Perusahaan Jasa Konstruksi di Kota Kupang. Jurnal Teknik Sipil, 1(4), 101–114.
Miles, M. B., & Huberman, A. M. (1984). Qualitative data analysis: A sourcebook of new methods. In Qualitative data analysis: a sourcebook of new methods (p. 263).
Mulyono. (2016). Studi Monitoring dan Evaluasi Implementasi Kebijakan SMK3 Konstruksi di Kota Makassar. Jurnal Teknik Sipil, 3(4), 1–15.
Nugroho, R. (2003). Kebijakan Publik: formulasi, implementasi, dan evaluasi. Elex Media Komputindo.
Pangkey, C. I. F., Kawatu, P. A. T., & Wowor, R. (2018). Analisis Pelaksanaan Pelayanan Pos Upaya Kesehatan Kerja Di Wilayah Kerja Puskesmas Teling Atas Kota Manado. KESMAS, 7(4).
Purwitayana, D. P. A. (2013). Faktor-faktor Determinan yang Mempengaruhi Implementasi Program Jaminan Kesehatan Bali Mandara di RSUD Wangaya Denpasar. Jurnal Kebijakan Dan Manajemen Publik UNAIR, 1(1), 27.
Rahayu, I. D., Al Musadieq, M., & Prasetya, A. (2017). Pengaruh Gaya Kepemimpinan Dan Program Keselamatan Dan Kesehatan Kerja Terhadap Motivasi Kerja (Studi pada Karyawan Tetap Maintenance Department PT Badak LNG Bontang). Brawijaya University.
Ridley, J. (2008). Kesehatan dan keselamatan Kerja. Penerbit Erlangga. Jakarta.
Ripley, R. B., & Franklin, G. A. (1986). Policy implementation and bureaucracy. (No Title).
Ritzer, G. (1985). Sosiologi ilmu pengetahuan berparadigma ganda. CV. Rajawali.
Setyanti, C. A. (2018). Konstruksi LRT Kayu Putih Roboh, 5 Orang Luka-luka. CNN Indonesia.
Silaban, G., & Kes, M. (2014). Keselamatan dan Kesehatan kerja. Perc. CV. Prima Jaya.
Sparinga, D. (2000). Metode Penelitian Kualitatif. Kumpulan Bahan Kuliah. Fisip Unair, Surabaya.
Srisantyorini, T., & Safitriana, R. (2020). Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja pada Pembangunan Jalan Tol Jakarta-Cikampek 2 Elevated. Jurnal

Kedokteran Dan Kesehatan, 16(2), 151–163.
Susilo, L. J., & Kaho, V. R. (2010). Manajemen Risiko berbasis ISO 31000 untuk industri non perbankan. Jakarta: PPM Manajemen.
Van Meter, D. S., & Van Horn, C. E. (1975). The policy implementation process: A conceptual framework. Administration & Society, 6(4), 445–488.
Wahyuni, N. F. Q. (2020). Program Upaya Kesehatan Kerja pada Sektor Informal. HIGEIA (Journal of Public Health Research and Development), 4(Special 1), 101–111.
Waters, M. (1994). Globalizations. Routledge. London.
Wilana, Q., & Zulfiar, M. H. (2021). Risiko Keselamatan dan Kesehatan Kerja (K3) Pada Pembangunan Gedung Bertingkat Delapan. Bulletin of Civil Engineering, 1(1), 43–48.