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## PSYCHOSOCIAL PERSPECTIVE IN ANALYSIS OF POTENTIAL WORK HAZARDS IN COMPANY X

Muhammad Ghazali Bagus Ani Putra

Faculty of Psychology, Universitas 17 Agustus 1945 Surabaya, Indonesia

\*email: bagus.putra@untag-sby.ac.id

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### ABSTRACT

This study aims to analyze the potential for occupational hazards caused by psychosocial problems in company X. For representation of product service operations, 5 research locations were selected, namely aviation, lubricants, asphalt, fuel and LPG. A qualitative research method with an open snow ball sampling technique was carried out in order to get 30 participants for interviews and focus group discussions. Then the data were analyzed using thematic analysis which resulted in themes of psychosocial problems that occurred which could pose potential work hazards. To determine the core problem and causal flow of psychosocial aspects, stream analysis is used. This analysis shows that management who does not care about work facilities causes work equipment not to support work safety standards. Besides that, the quality of human resources who are less aware of work safety and stressful conditions due to workload causes non-compliance with SOPs so that it becomes a potential occupational hazard. It is this core problem that comes from a psychosocial perspective that must be addressed to minimize work hazards.

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### 1. Introduction

The changing paradigm regarding humans in work settings, from assets owned by the company to resources, is a conception that gives appreciation to humans as the driving force for achieving the company's vision and mission [1]. With this paradigm, companies should pay attention to quality human resources who are able to drive the work system. If human resources are not in a comfortable condition psychosocially, their performance will decrease [2].

PT. X as a state-owned energy company has a vital role in optimizing human resource potential and optimizing working conditions. One of them is managing human resources in a timely, efficient and effective manner in achieving work targets and customer satisfaction. Law number 22 of 2001 has changed the situation and conditions of the oil and natural gas business in Indonesia. The promulgation

of this law caused the business run by PT. X is also experiencing changes, even though it is in the same industrial sector, namely oil and natural gas. Law number 22 of 2001 requires PT. X concentrates more on the downstream sector, although the upstream sector is not completely abandoned. According to Law number 22 of 2001, the upstream sector is part of BP Migas (Oil & Gas Government Central of Board), so the role of PT. X in the upstream plane is slightly reduced.

Meanwhile, in the downstream sector, Law number 22 of 2001 allows the entry of oil companies other than PT. X to participate in business in the downstream oil and gas sector. With this law, several foreign companies such as Shell and Petronas entered the distribution of fuel oil to the wider community. These foreign companies are permitted to open gas stations in a number of areas in Indonesia, such as Jakarta and Surabaya. PT. X no longer holds the sole right to distribute fuel to the wider community, but now has to compete with other companies in the distribution of fuel. This competition is changing business patterns in the field of fuel distribution to the wider community, because competition is no longer based on price issues which are only 1-2% different for non-subsidized fuel - but on service to consumers. Competition in the downstream sector and changes in the upstream sector require PT. X to transform its organization to be able to face competition, something that had never happened before. This transformation must be carried out continuously, because of the business environment faced by PT. X has changed.

In carrying out this transformation, human resources and psychosocial conditions play a very important role. If psychosocial conditions in the work environment are not conducive, the transformation process to face competition will be hampered. Of course, this makes the company's performance also decline.

Indeed, from 2007 to December 2010 there was a trend of increasing employee support for the transformation being rolled out at PT. X. In fact, based on theme-o-meter survey data in December 2010, 35% of PT workers. X provides active support for organizational culture change. However, these results are still relatively stable compared to the survey results from the previous year. Even though we have passed the crisis period for transformation in all directorates/functions, we need to pay attention to the remaining data (65%) which has not provided support for organizational change. Apart from that, the nominal stability of supporting workers for 1.5 years is relatively worrying when viewed from the acceleration of global challenges.

In fact, according to the survey data, it was found that only the LNG function was still below the tipping point of 30%, namely 28%. In the survey analysis, it was stated that remote work locations and solitaire caused a lack of socialization regarding organizational changes. This varied condition of acceptance of organizational change also represents a potential gap in understanding and internalization of organizational change. Of course, this can cause conflict between parts or work functions. The existence of business segmentation as an impact of transformation is also shown by data on support for workers under 35 years (junior) and work experience of less than 10 years which is below the tipping point (30%). This is relatively stable when compared with survey data in 2009. In the survey analysis, it is stated that the current implementation of the rewards & consequences (R&C) system is not consistent enough so that it cannot encourage workers to actively participate in supporting the transformation. This is also because workers aged 25-35 years are likely to receive or feel the greatest impact of these inconsistencies. If these critical points are not immediately addressed in depth, it will cause organizational transformation to be hampered.

## **2. State of the Art**

In line with the conditions of global competition and the demands of the free market, one of the efforts to improve psychosocial conduciveness is mapping/identifying potential work environment hazards to locations as the spearhead of downstream marketing. Several dimensions that will be carried out in this study include [3];

1. Organizational governance, namely the dimension of organizational/company management which leads to management aspects (planning, organizing, action and monitoring-evaluation) of work

programs. This dimension is also related to management at each location and its relationship with the company, which in this case is represented by PT management. X (Persero) especially in the Marketing Unit. The sub dimensions contained in this dimension are:

- a. Organizational structure, namely a set of positions attached to their function for the division of tasks that support operations at the location level.
  - b. Managerial and leadership, namely the capacity or ability of leaders to manage the company from the management level down to the location level.
  - c. Work regulations, namely a set of work rules which constitute discourse to support smooth operations.
2. Work system, namely a set of work mechanisms that have implemented rules. In this dimension there are sub dimensions, including;
- a. A Fair recognition, namely a company reward system used to appreciate employee performance evaluations, in this case specifically the Work Management System (People Review).
  - b. Reward and Punishment, namely a system of rewards and punishments for workers regarding their work attitudes, especially regarding their implementation in the field.
  - c. Workload, namely the workload distribution system, especially with regard to working time and the workload carried out by each worker.
  - d. People Development, namely a human resource development system, especially those related to training and up-skilling of workers at the location level.
  - e. Career path, namely a career path system as an effort to reward employee performance.
3. Infrastructure, namely facilities related to procurement and maintenance as part of supporting smooth operations at the location level. The sub dimensions in this dimension are;
- a. Facilities
  - b. Computing/Information Technology
4. Social relations, namely social relations between fellow workers, leaders and families (internal) and social relations between the location and stakeholders, workers/outsourcing and the community around the location (external). Meanwhile, the sub dimensions related to this dimension are;
- a. Coordination, namely internal coordination in work relations at the location and externally with stake holders.
  - b. Corporate Social Responsibility, namely the location's social relations with the surrounding community.
  - c. Employee/OS management, namely managing the relationship between location and organic workers and outsourced workers.
  - d. Work life balance, namely the relationship between human resource management, workload and the worker's family life.

By mapping the four dimensions and several psychosocial sub-dimensions, we will get an overview of the organizational conditions and human resources at PT. X which leads to potential work environment hazards. Meanwhile, the specific objectives of this research are;

1. Map and identify psychosocial problems that occur at the location
2. Analyze potential work hazards arising from psychosocial problems

### **3. Method**

In this study, the main approach taken is a qualitative approach, with a grounded research type of research, namely a type of research that uses data in the field as a theory or concept builder [4]. This kind of qualitative research is often referred to as pure inductive thinking. Armed with data in the field that has constant themes from various sources, it can be compared and produce a unified category. Even though it starts from data in the field, this does not mean that this research does not require existing theories. Existing theories are used to support discussions after the research results are analyzed and produce new theories.

Regarding the objectives and outcomes to be achieved from this research, there are several methods for collecting data that are carried out in order to obtain more optimal results and mutually strengthen each other. These methods include:

1. Focused Group Discussion & interview, involving several representatives from members of the organization to explore the organization's potential and evaluate what has been successful in the organization, and what conditions need to be improved so that the organization runs more optimally.
2. Metaphor analysis, this method puts forward organizations as certain metaphors, with the assumption that the individual's subconscious will influence how the individual interacts with and views the organization.

In determining representative locations, the research team used a stratified sampling technique, namely taking one location that could represent the characteristics of each location class. As a basis for determining the sample, the research team and management team paid attention to the history of PT reorganization. X and regional and societal characteristics. The sample of 5 locations was chosen to represent product service operations, namely: aviation, lubricants, asphalt, fuel and LPG.

Meanwhile, the determination of participants to be involved in this study was based on a stratified sampling technique, namely the Operation Head (OH) level and 1 level below (Supervisor), both those with production and supporting operations functions. Meanwhile, the snow ball sampling technique is open to information that requires in-depth analysis and requires more comprehensive information. Thus, the participants from whom data was collected were around 30 people for 5 locations. So that the workers whose information was taken as a sample are quite representative or represent the information of organic workers in the five locations.

Data from multiple sources will be compared and looked for codes or themes that have similarities in understanding [4]. Meanwhile, unstructured interview data will be analyzed using thematic analysis. Thematic analysis is a process of coding information that can produce a list of themes, a complex model of themes or indicators, qualifications related to that theme or single cases or a combination of the things that have been mentioned [5].

#### 4. Results and Discussion

Based on data collection and analysis of 5 locations, the following things were obtained;

Table 1. Psychosocial Problem Analysis as a Work Hazard

	<b>Aviation</b>	<b>Fuel</b>	<b>LPG</b>	<b>Lubricants</b>	<b>Asphalt</b>
<b>Symptom</b>	Workers do not comply with SOPs	1. Weak in coordination (conflict potential) 2. Over workload 3. Workers do not comply with SOPs	1. Over workload 2. Workers do not comply with SOPs	1. Over workload 2. Fatigue	1. Over workload 2. Fatigue
<b>Core problem</b>	1. Leadership is not optimal as a role model in enforcing SOPs 2. People development that has not produced	1. Management does not care 2. Minimal infrastructure	Work regulations are not implemented consistently	HR management is less responsive to complaints of fatigue, over workload and worker dissatisfaction	HR management is less responsive to complaints of fatigue, over workload and worker dissatisfaction

	Aviation	Fuel	LPG	Lubricants	Asphalt
	quality workers, workers feel pressured, moral hazard, demotivated 3. Minimal infrastructure				

Meanwhile, the overall psychosocial mapping received a stream analysis as follows;

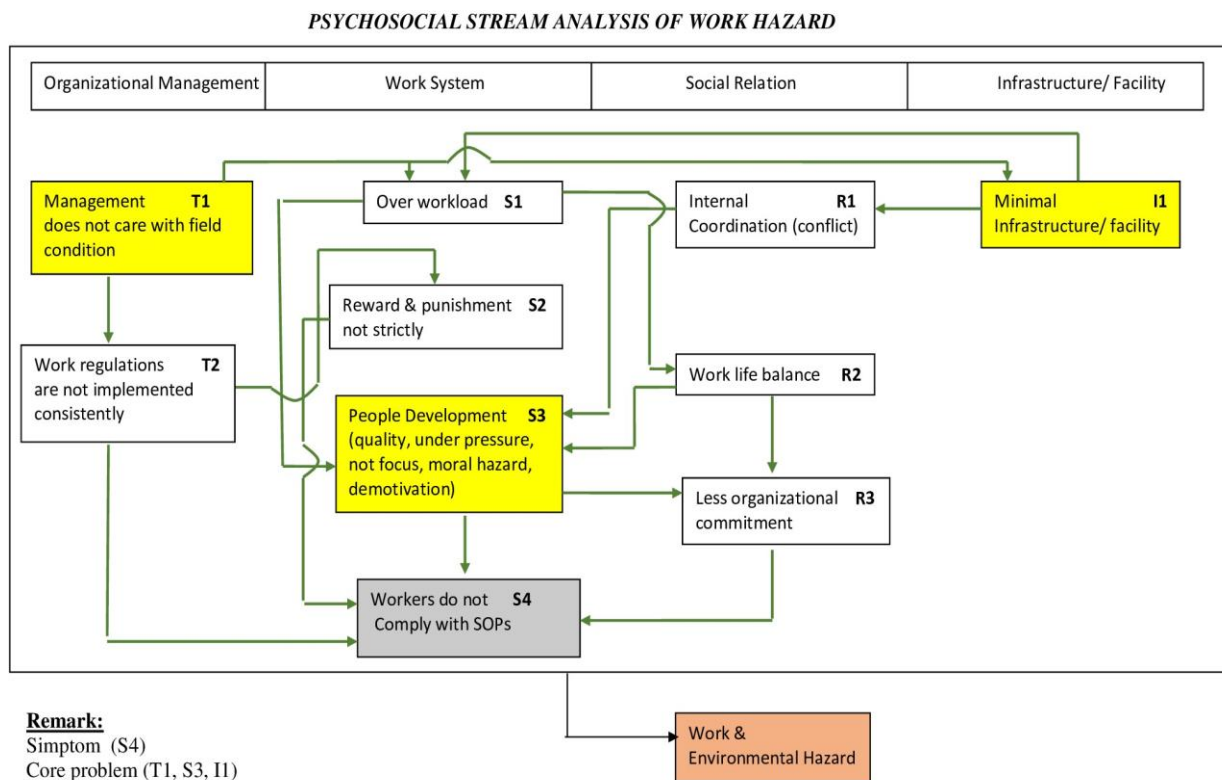


Figure 1. Psychosocial Stream Analysis of Work Hazard

Based on the data collected, it can be concluded that several psychosocial problems that generally occur in the five locations are as follows;

1. Management is less concerned with conditions in the field/location which is shown by the following things;
  - a. Leadership that is unable to become a role model in enforcing work rules causes workers to not adhere to SOPs properly. In fact, these work rules are used to ensure the smooth, safe and healthy work of the workers themselves. In fact, there is no consistent reward & punishment for implementing regulations and work systems. Leadership is the main factor in moving the work system in a company so that it can achieve work targets [6]. If leaders are not firm with rewards and punishments in enforcing rules then these rules cannot be implemented properly, including occupational safety and health rules [7].
  - b. Unfairness in respecting workers objectively causes certain workers to have a high workload (over workload). This causes fatigue in workers and can reduce work concentration. Apart from that, this over workload also causes work-life balance to be disrupted so that workers feel that there is no

balance in spending time with family and socializing at their place of residence because of the high workload. If work life balance is disturbed, it is predicted that employee commitment to the company will decrease [8], [9].

- c. This high workload is also caused by infrastructure (equipment) that is inadequate and relatively old, resulting in potential work hazards and productivity inefficiencies.
2. Limited work facilities, both in quantity and age, cause workers to have a high workload (over workload). If symptoms of overload continue to occur, workers will become stressed and become unfocused. As a result, potential occupational hazards may occur. Management that is unable to adjust the workload according to the number of human resources and work equipment tends to make workers stressed and unfocused, resulting in increased potential for work hazards [10](Dollard & Bakker, 2010).
3. Suboptimal employee development (people development) is one of the causes of workers not complying with SOPs. Workers need to receive refreshment regarding work efficiency, effectiveness and safety to increase individual and organizational productivity. Awareness of complying with work safety rules (safety awareness) is an effective intervention to increase productivity [2].
4. These minimal and limited work facilities can also cause poor internal coordination between workers in operational services. This can give rise to conflict. Working conditions that are full of conflict will cause workers to become demotivated. Especially if the quality of workers is less able to withstand the pressure of work and the social environment. In the end, this causes the potential for occupational hazards to increase [10].

If we look closely at the data analysis using stream analysis, it shows that workers who do not comply with SOPs are caused by other factors. Symptoms in this analysis are indicated by the number of arrows regarding that factor. Meanwhile, the factors that are the main cause of the problem are;

1. Management doesn't care about the conditions at the location
2. Limited work facilities
3. People development is not yet optimal

These three factors are referred to as core problems which are prioritized to be addressed first because they have a high domino effect on other problems.

## 5. Conclusions

Based on the results of the study and discussion, the following can be concluded;

- a. Psychosocial problems as potential work hazards that occur at locations generally include organizational governance, work systems, infrastructure and social relations. Meanwhile, problems in organizational governance include management that is less concerned with conditions at the location and work regulations that are not implemented. Problems in the work system are inconsistencies in rewards and punishment, over workload, less than optimal people development and workers who do not comply with SOPs. Meanwhile, the problem in social relations is weak coordination, giving rise to the potential for conflict, disruption of work-life balance and lack of employee commitment to company goals.
- b. Psychosocial problems/problems as potential work hazards affect performance because they have the main symptom, namely workers who do not comply with SOPs. However, these two things are not the main problem. Based on the results of the study analysis, the main problems are management that does not care about conditions in the field, people development that is less than optimal in creating high quality, disciplined and ethical human resources and infrastructure that is not optimal in supporting the performance of workers.
- c. Based on these problems, it is generally recommended to management, namely Management Field Forums, Application/implementation of work regulations that are consistent with implementing rewards & punishments, Performance Management System (PMS), Preparation of Mandatory Training on Efficiency, Effectiveness, Productivity and Work Safety for all levels of workers, including outsourcing.

Suggestions to improve the quality and results of this study include conducting a psychosocial mapping study with a larger number of samples and locations. This is because each location has certain characteristics so that the psychosocial problems are different or varied. Of course, this will cause the way in which psychosocial problems related to potential work hazards are handled to be different in each location.

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