

The Influence of The Quality, Health, Safety And Environment (QHSE) Department Strategy On Reducing Workplace Accident Rates Through Occupational Health and Safety Discipline at PT. Bumi Siak Pusako

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Abstract.

This study aims to analyze the influence of the Quality, Health, Safety and Environment (QHSE) department strategy on reducing workplace accident rates through occupational health and safety (OHS) discipline at PT Bumi Siak Pusako. This research employed a quantitative method. The population in this study consisted of 414 employees and work partners at PT Bumi Siak Pusako in the Zamrud area. The sample consisted of 203 employees and operational work partners. The findings of this study indicate that the QHSE strategy has a positive and significant effect on workplace accident rates. In addition, the QHSE strategy also has a positive and significant effect on OHS discipline. Furthermore, OHS discipline has been proven to have a positive and significant effect on workplace accident rates. The QHSE strategy also has an indirect effect on workplace accident rates through OHS discipline. Moreover, the QHSE Department of PT Bumi Siak Pusako effectively strengthens OHS discipline through the implementation of structured systems, supervision, and increased employee awareness, thereby reducing the risk of workplace accidents through preventive and corrective approaches.

Keywords: *QHSE Strategy, OHS Discipline and Reduction of Workplace Accident Rates.*

I. INTRODUCTION

Occupational Health and Safety (OHS) is a crucial aspect of human resource management, particularly in industries with high-risk work environments such as the oil and gas sector. Work activities in this industry involve significant hazards, ranging from fire and explosion risks, accidents caused by heavy equipment operations, to exposure to hazardous substances that may threaten the safety of workers and the surrounding environment. These conditions require companies to establish risk control systems that are clear, well-planned, and consistently implemented. Therefore, the implementation of OHS is not merely a matter of regulatory compliance but also an essential component in maintaining productivity, operational efficiency, and organizational sustainability.

Globally, concern for OHS continues to increase as workplace accident rates remain relatively high. The International Labour Organization [1], reports that millions of occupational accidents occur annually, with most incidents resulting from inadequate risk control measures and low compliance with workplace safety procedures. This situation indicates that the existence of safety regulations and management systems alone is insufficient to create a safe working environment. The success of OHS programs largely depends on how well established policies are implemented and adhered to by employees in their daily operational activities.

In modern organizations, the Quality, Health, Safety, and Environment (QHSE) Department plays a vital role in designing, developing, and implementing OHS policies within the company. Various programs and strategies are employed to support OHS implementation, including the development of Standard Operating Procedures (SOPs), safety training programs, pre-job safety briefings, field supervision, internal audits, and reward-and-punishment systems. However, the effectiveness of these programs is largely determined by employees' level of discipline in complying with established rules and procedures. Without strong discipline, even the most well- designed policies and systems will be unable to achieve optimal results in reducing workplace accidents [2].

From a Human Resource Management (HRM) perspective, work discipline is an important

instrument used by organizations to ensure that employees act in accordance with company rules, standards, and objectives. In the context of OHS, work discipline is not only defined as compliance with regulations but also reflects the development of a strong safety culture within the organization. A safety culture can be observed through employees' awareness of working safely, proper use of personal protective equipment (PPE), adherence to safe work procedures, and concern for both personal and co-workers' safety. Consequently, enforcing OHS discipline is an integral part of human resource management strategies aimed at creating a safe and productive work environment [3].

PT Bumi Siak Pusako (BSP) is an energy company entrusted with managing the Coastal Plain Pekanbaru Working Area (WK CPP) in Riau Province, Indonesia. In carrying out its operations, PT Bumi Siak Pusako manages a working area covering 9,865.95 km², consisting of three production areas: Zamrud, Pedada, and West Area, with a total of 704 wells. The nature of its operations, which involve heavy equipment, flammable materials, high-pressure systems, and complex technical processes, places the company in a relatively high-risk category. Therefore, the implementation of an effective and consistent OHS management system is essential to ensure worker safety and maintain operational continuity.

However, based on direct observations during the fieldwork internship, a gap was identified between the OHS policies established by the company and employees' compliance with those policies in practice. Several recurring issues were observed, including non-compliance with PPE requirements, disregard for safe work procedures, suboptimal reporting of incidents and near-miss events, and a relatively low level of safety awareness among workers. Furthermore, in certain situations, pressure to achieve production targets appeared to take precedence over adherence to established safety procedures.

Work discipline issues also influence the effectiveness of OHS implementation within the company. Unauthorized absences, delays in shift handovers, and failure to comply with work instructions can increase the likelihood of workplace accidents. In the oil and gas industry, even seemingly minor negligence can have significant consequences for worker safety, company assets, and the surrounding environment. This gap between policy and implementation demonstrates that the existence of regulations and safety management systems alone is insufficient to ensure the development of a strong occupational safety culture. Therefore, management commitment, consistent supervision, and the cultivation of discipline and safety values among employees are essential.

From the perspective of Quality, Health, Safety, and Environment (QHSE) strategy, these conditions indicate that the implementation of workplace safety systems has not yet been fully optimized or consistently applied. Although the company has adopted management systems based on ISO 14001 and ISO 45001 standards, various unsafe actions and unsafe conditions that may potentially lead to workplace accidents are still identified. In addition, programs such as the development of HSSE risk registers, safety training, safety meetings, and near-miss reporting have not been implemented to their full potential. These circumstances suggest that QHSE strategies have not yet been fully integrated into daily work activities, highlighting the need for stronger management commitment, enhanced supervision, and the establishment of a more disciplined work culture focused on safety and environmental protection.

Previous studies have shown that Occupational Health and Safety (OHS) plays an important role in improving worker safety and performance. A study by Jhodelyn [4], at PT Balikpapan Ready Mix found that the implementation of OHS programs was generally effective, with compliance rates of 87% for safety talks, 94.55% for equipment inspections, and 90% for the use of personal protective equipment (PPE). However, the study also identified challenges, including workers' low awareness of PPE usage and absenteeism during safety talk sessions. Furthermore, Asyrofi Nashrulloh [5], found that OHS and work discipline have a significant positive effect on employee performance. Similarly, Dina Octavia [6] demonstrated that safety communication and work discipline significantly contribute

to compliance with OHS procedures and the reduction of workplace accident risks.

Although numerous studies have investigated OHS implementation, work discipline, and safety communication, several research gaps remain. Previous studies have primarily focused on the relationship between OHS and employee performance rather than examining workplace accident reduction as the primary outcome of successful safety management systems. In addition, existing studies tend to be partial in scope and rarely position the Quality, Health, Safety, and Environment (QHSE) Department’s strategy as the key factor in developing OHS discipline and a sustainable safety culture. Furthermore, previous research has seldom examined OHS from a strategic management perspective, particularly regarding how QHSE planning, implementation, monitoring, and evaluation processes contribute to the development of work discipline and long-term safety culture. Therefore, further research is needed to provide a deeper understanding of how QHSE strategies contribute to improving OHS discipline as an effort to reduce workplace accident rates at PT Bumi Siak Pusako.

II. METHODS

This study uses a quantitative approach with a data collection method through questionnaires distributed to respondents. The variables examined include the strategy of the Quality, Health, Safety, and Environment (QHSE) Department (X), occupational safety and health (OSH) discipline (M), and the reduction of workplace accident rates (Y). The population in this study consists of all operational employees of PT. Bumi Siak Pusako in the Zamrud area, totaling 414 people. The sampling technique used is systematic probability sampling, which is a method of selecting samples systematically based on a numbered population order, with a certain interval after determining a random starting point [7].

Based on this technique, a sample of 203 respondents was obtained. Data analysis in this study uses a quantitative approach processed with the assistance of SmartPLS software. The Partial Least Squares (PLS) method consists of two main stages, namely the outer model and the inner model. In the outer model stage, validity and reliability tests are conducted to ensure that each indicator accurately and consistently represents the measured variables. Furthermore, in the inner model stage, an analysis is carried out to determine the relationships and effects between variables in the research model, thereby providing a more comprehensive picture of the interconnection between QHSE strategy, OSH discipline, and the reduction of workplace accident rates.

III. RESULT AND DISCUSSION

Convergent validity in a measurement model with reflective indicators is assessed through the level of correlation between each indicator score calculated using SmartPLS 4.0 software. An indicator is considered to have good validity when it demonstrates a strong relationship with the construct it measures, indicated by a correlation value greater than 0.70.

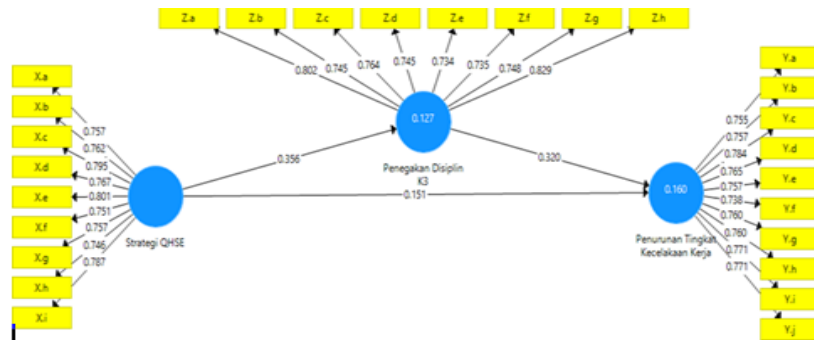


Fig. 1. Outer Loadings of the PLS Algorithm

The figure above presents the results of the validity test based on actual research respondents' data. All items across each variable demonstrate outer loading values greater than 0.70. This indicates that all questionnaire items exhibit a good level of validity and are capable of accurately measuring the intended variable constructs.

Discriminant Validity

Discriminant validity was evaluated using the Fornell-Larcker criterion.

Table 1. Discriminant Validity Values

	QHSE Strategy	OSH Discipline	Accident Rate
QHSE Strategy	0,764		
OSH Discipline	0,374	0,762	
Work Accident Rate	0,356	0,765	0,769

Source: Processed Data, 2026

From the table, it can be observed that each variable has a \sqrt{AVE} value that is higher than its correlation with other variables. This indicates that each variable has a stronger ability to explain its own indicators compared to other constructs. Therefore, the discriminant validity criteria in this study have been successfully fulfilled.

Composite Reliability

A construct is considered reliable when its composite reliability value exceeds 0.70, indicating that its indicators are able to measure the variable in a stable and consistent manner.

Table 2. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Rho_A	Composite Reliability
QHSE Strategy	0,914	0,916	0,929
OSH Discipline	0,898	0,903	0,918
Work Accident Rate	0,920	0,924	0,933

Source: Processed Data, 2026

All variables demonstrate a high level of reliability, as indicated by Cronbach's Alpha, rho_A, and Composite Reliability values exceeding 0.70. This confirms that all indicators are consistent and reliable in measuring their respective constructs.

R-Square Test

Table 3. R-Square Test

Variable	R Square	R Square Adjusted
OSH Discipline	0,127	0,122
Work Accident Rate	0,160	0,151

Source: Processed Data, 2026

The R² values for each dependent variable indicate the explanatory power of the model. For the OSH Discipline variable, the R Square value is 0.127, meaning that the independent variables in the model explain 12.7% of the variation in OSH Discipline, while the remaining 87.3% is influenced by other factors outside the research model. Meanwhile, for the Work Accident Rate variable, the R Square value of 0.160 shows that the model explains 16.0% of its variation, while the remaining 84.0% is affected by other variables not included in the model.

Direct Effect Hypothesis Test

Table 4. Path Coefficient (Direct Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
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QHSE Strategy → Work Accident Rate	0,151	0,152	0,0732,075	0,038
QHSE Strategy → OSH Discipline	0,356	0,369	0,0596,042	0,000
OSH Discipline → Work Accident Rate	0,320	0,333	0,0694,637	0,000

Source: Processed Data, 2026

The results of the hypothesis testing regarding the direct relationships in this study are presented in the following table:

Hypothesis 1 (H1):

The QHSE strategy was found to have a positive and significant effect on the occupational accident rate, with a path coefficient of 0.151 (positive) and a p-value of 0.038 (significant). This indicates that any improvement in the QHSE strategy is associated with changes in the occupational accident rate.

Hypothesis 2 (H2):

The QHSE strategy has a positive and significant effect on OHS (Occupational Health and Safety) discipline, with a coefficient of 0.356 and a p-value of 0.000 (significant). This finding suggests that the better the QHSE strategy implemented, the higher the level of OHS discipline.

Hypothesis 3 (H3):

OHS discipline has a positive and significant effect on the occupational accident rate, with a coefficient of 0.320 and a p-value of 0.000 (significant). These results indicate that OHS discipline plays an important role in influencing the occupational accident rate within the company.

Indirect Effect Hypothesis Test

Table 5. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
QHSE Strategy → OSH Discipline → Work Accident Rate	0,114	0,123	0,032	3,545	0,000

Source: Processed Data, 2026

Hypothesis 4 (H4):

The QHSE strategy has an indirect effect on the occupational accident rate through OHS discipline, with a coefficient of 0.114 and a p-value of 0.000 (< 0.05). This result indicates that the QHSE strategy not only has a direct effect but also an indirect effect through improving OHS discipline in influencing or reducing the occupational accident rate in accordance with the research model.

QHSE Strategy Has a Positive And Significant Effect on Workplace Accident Rates at PT Bumi Siak Pusako

The research findings indicate that the Quality, Health, Safety, and Environment (QHSE) strategy has a positive and significant effect on workplace accident rates at PT Bumi Siak Pusako. This result shows that the more effective the implementation of the QHSE strategy within the company, the lower the level of workplace accidents. The QHSE strategy functions as a risk control instrument capable of reducing the probability of workplace accidents through the strengthening of a structured safety management system.

In strategic management theory, strategy is understood as a set of fundamental decisions and actions designed to achieve organizational goals effectively and efficiently. In this context, the QHSE

strategy serves as a functional strategy within the company aimed at creating a safe, healthy, high-quality, and environmentally friendly work environment. According to Siagian [8], the success of a strategy is determined by consistent implementation, strict supervision, and alignment between policy and execution in the field. Therefore, proper implementation of the QHSE strategy can reduce workplace accident risks due to a structured and measurable control system. The company must ensure that every QHSE policy is not merely a formal document but is consistently implemented through effective field supervision and active involvement of all organizational levels.

Furthermore, from the perspective of modern occupational health and safety management, the QHSE strategy can be explained through the Integrated Management System (IMS) approach, which integrates quality, health, safety, and environmental aspects into a unified risk management system. This approach is aligned with the ISO 45001 Occupational Health and Safety Management System standard, which emphasizes the Plan–Do–Check–Act (PDCA) cycle as the basis for continuous improvement. Within this framework, companies are required to systematically and continuously carry out hazard identification, risk assessment, and risk control. Therefore, the stronger the implementation of the QHSE strategy, the more effective the workplace accident prevention system becomes. Practically, this requires companies to strengthen task-based risk assessments and ensure that identified risks are properly used as the basis for determining safe work procedures in the field.

The results of this study are also consistent with the International Labour Organization [1] theory on QHSE departmental strategy, which emphasizes that occupational safety and health systems must be based on a systematic management approach. The ILO states that accident prevention should not only be reactive but also proactive through hazard identification, risk assessment, and risk control. The QHSE strategy implemented by the company reflects this approach through the application of safe work procedures, safety training, the use of personal protective equipment (PPE), and regular safety audits.

In addition, within the Oil and Gas Producers (IOGP) HSE Management System framework, QHSE is also understood as part of a barrier management system, which establishes multiple layers of protection to prevent accidents. Each operational risk must have barriers in the form of technical, administrative, and behavioral controls. In this context, the QHSE strategy strengthens each of these control layers so that the failure of one system does not directly lead to workplace accidents. The company must ensure that every potential failure is not controlled at only one point, but supported by multi-layered controls such as engineering controls, direct supervision, and behavioral controls through strengthened safety leadership.

This study can also be explained through Tarwaka's theory [9] of workplace accidents, which states that accidents are unwanted and unplanned events resulting from the interaction of various factors such as human factors (unsafe acts), unsafe working conditions, and failures in safety management systems. Tarwaka emphasizes that most workplace accidents can actually be prevented if companies are able to control the contributing factors through an effective safety management system. In this case, the QHSE strategy plays a key role in minimizing unsafe acts and unsafe conditions through the implementation of Standard Operating Procedures (SOPs), improvement of worker competency, and strict operational supervision. Therefore, it is necessary to strengthen field safety supervision and implement an open incident and near-miss reporting system to support organizational learning.

The findings of this study are supported by previous research. Dainuri et al [10] found that improved safety supervision strategies have an effect on workplace accidents. Furthermore, Wibisono, Wibowo, & Musyafa [11] stated that QHSE strategies significantly contribute to reducing workplace accident rates. The better the implementation of QHSE, the lower the risk of accidents in the workplace.

The QHSE Department Strategy Has a Positive and Significant Effect on Occupational Safety and Health Discipline at PT Bumi Siak Pusako

The results of the study indicate that the QHSE Department strategy has a positive and significant effect on Occupational Safety and Health (OSH) discipline at PT Bumi Siak Pusako. The better the QHSE Department strategy is implemented, the higher the level of employees' OSH discipline. This finding suggests that the QHSE strategy does not only function as an administrative guideline, but also as a managerial instrument capable of shaping work behavior that is more compliant with occupational safety and health standards.

According to strategic management theory proposed by Siagian [8], strategy is understood as a series of fundamental decisions and actions designed to achieve organizational goals effectively and efficiently. Strategy is not only a matter of long-term planning, but also includes continuous implementation, control, and evaluation. In this context, the QHSE Department strategy serves as a policy direction that integrates occupational safety, health, and environmental aspects into the company's operational activities, thereby shaping more disciplined work behavior in compliance with OSH regulations.

Furthermore, the International Labour Organization emphasizes in its QHSE strategy concept the importance of a systematic approach to occupational safety and health management based on a preventive approach, worker participation, and continuous improvement. The QHSE strategy does not merely function as formal rules, but as a management system that ensures every workplace risk is identified, controlled, and minimized. With a well-structured QHSE strategy, the company can create a strong safety culture, which ultimately enhances employees' compliance and discipline toward OSH procedures.

In addition, work discipline theory according to Hasibuan [12] states that discipline is an individual's awareness and willingness to obey all applicable rules and norms. OSH discipline is not only formed through supervision, but also through coaching, role modeling, and a clear and consistent regulatory system. In the context of PT Bumi Siak Pusako, the QHSE Department strategy functions as a control instrument that strengthens workers' awareness to comply with safety procedures, such as the use of personal protective equipment, adherence to SOPs, and reporting of potential hazards.

From a behaviorist perspective, the QHSE strategy also plays a role in forming work habits through reinforcement mechanisms. The implementation of rewards for compliant workers and punishment for violators strengthens safe behavior repeatedly until it becomes an established work habit. Thus, OSH discipline is not only formal in nature but becomes part of the organization's work culture.

This research finding is supported by Rizqillah [13], who found that QHSE implementation has a significant effect on improving OSH discipline. In addition, findings from Senduk, Worang, & Lumintang [14] show that the implementation of QHSE strategies can improve work discipline and compliance with occupational safety procedures (OSH). This means that the better the QHSE strategy, the higher the employees' discipline.

From a practical perspective, the QHSE strategy needs to be implemented consistently not only as a policy document, but as a real practice in all company operational activities. Furthermore, the company should strengthen OSH training and education programs, not only focusing on technical aspects but also on raising awareness and changing worker behavior. In addition, risk communication needs to be strengthened so that information regarding hazards and safety procedures can be effectively delivered to all employees, while the reward and punishment system must be applied fairly and consistently to reinforce OSH discipline behavior. The company should also conduct continuous evaluation and improvement of the QHSE strategy through audits, inspections, and incident follow-ups so that the occupational safety system remains relevant and adaptive to changes in operational risks.

Occupational Safety and Health (OSH) Discipline Has a Positive and Significant Effect on Reducing Work Accident Rates at PT Bumi Siak Pusako

The results of the study indicate that OSH discipline has a positive and significant effect on reducing work accident rates at PT Bumi Siak Pusako. The higher the level of OSH discipline, the lower the occurrence of workplace accidents within the company. This shows that employees' compliance with workplace safety rules and procedures plays an important role in creating a safe working environment and minimizing the risk of work accidents.

From a strategic management perspective [8], emphasizes that organizational success is largely determined by management's ability to formulate, implement, and control strategies consistently in order to achieve organizational goals. In this context, the implementation of OSH discipline can be seen as part of the company's operational strategy in creating a safe working environment. When a company strategically prioritizes OSH and ensures workers' compliance with safety procedures, it becomes a form of strategy implementation that directly contributes to reducing workplace accident risks.

This finding is in line with Hasibuan [12], who states that work discipline is an individual's awareness and willingness to obey all rules and norms applicable within an organization. OSH discipline in this case reflects workers' compliance with safety procedures such as the use of Personal Protective Equipment (PPE), adherence to Standard Operating Procedures (SOPs), and careful behavior in performing tasks. Hasibuan also emphasizes that good discipline improves work effectiveness and reduces behavioral deviations at work. Thus, the higher the OSH discipline applied and practiced by employees, the lower the likelihood of procedural violations that may lead to workplace accidents.

Furthermore, this result supports the occupational accident theory [9], which states that workplace accidents are generally caused by a combination of human factors (unsafe actions), workplace conditions (unsafe conditions), and management factors. OSH discipline directly reduces unsafe actions, namely unsafe behaviors performed by workers, such as not using PPE or ignoring safe work procedures. When OSH discipline improves, unsafe behaviors can be minimized, thereby reducing the probability of workplace accidents.

Theoretically, this finding can also be explained through the behavior-based safety approach [15], which emphasizes that safe behavior is formed through learning processes, supervision, habituation, and behavioral reinforcement within an organization. In this approach, OSH discipline is not merely formal compliance with company regulations, but rather the internalization of occupational safety values embedded in workers' daily behavior. When workers consistently follow SOPs, use PPE, and adhere to safety procedures, safe behavior becomes a work culture that helps reduce accident risks.

From a risk management perspective, OSH discipline also functions as a form of risk control through administrative control. Compliance with safe work procedures, work instructions, and PPE usage is part of the company's efforts to minimize potential hazards in the workplace. With a high level of OSH discipline, accident risks can be controlled even when the working environment has certain hazard levels.

Practically, this study implies that PT Bumi Siak Pusako should continuously improve OSH discipline through various strategic programs. The company needs to strengthen regular OSH training and socialization programs to increase employees' understanding and awareness of the importance of workplace safety. In addition, supervision of employees' compliance in using PPE and following SOPs must be consistently carried out through routine inspections and safety evaluations.

This finding is supported by the study of Yohanna & Suryalena [16], which found that OSH discipline contributes to a safer and more controlled working environment, thereby reducing the potential for workplace accidents. In addition, research by Swatika, Wibowo, & Abidin [17], shows

that OSH discipline reduces accident rates because compliance with OSH rules is a key factor in preventing workplace risks.

The QHSE Department Strategy Has a Positive and Significant Effect on Reducing Work Accident Rates through OHS Discipline at PT Bumi Siak Pusako

The research results show that the QHSE Department strategy has a positive and significant effect on reducing work accident rates through Occupational Health and Safety (OHS) discipline at PT Bumi Siak Pusako. This can be explained from the perspective of Siagian's theory [8], which states that strategic management is the process of determining organizational direction through strategy formulation, implementation, and evaluation to achieve goals effectively. In this context, the company's QHSE strategy is part of strategic management implementation oriented toward controlling workplace risks. Therefore, these findings reinforce Siagian's view that well-designed and well-implemented strategies will produce more effective organizational performance, including in workplace safety aspects, as reflected in the reduction of accident rates.

These findings are also consistent with the International Labour Organization's QHSE concept [1], which emphasizes a systematic approach to occupational safety and health management through hazard identification, risk assessment, risk control, and active worker participation in building a safety culture. The implementation of the QHSE strategy at PT Bumi Siak Pusako, which includes OHS training, operational supervision, and the application of safety procedures, demonstrates alignment with these principles.

In addition, this study supports Tarwaka's [9] view on work accidents, which explains that accidents generally occur due to unsafe actions and unsafe conditions. The QHSE strategy implemented by the company has been proven to reduce both factors through risk control, improvements in the working environment, and enhanced supervision of work activities. Thus, the more effectively the QHSE strategy is implemented, the lower the likelihood of unsafe conditions and unsafe actions that are the main causes of workplace accidents.

Furthermore, this finding is in line with Hasibuan's [12] view on work discipline, which states that discipline is an individual's awareness and willingness to comply with organizational rules. In the context of OHS, discipline is reflected in workers' compliance with SOPs, the use of personal protective equipment (PPE), and the execution of work in accordance with safety standards. The implemented QHSE strategy has been shown to improve workers' OHS discipline, resulting in more orderly and safer work behavior. This indicates that improved OHS discipline plays an important mediating role in strengthening the effect of the QHSE strategy on reducing work accidents.

Theoretically, these findings reinforce the relationship between strategic management theory, organizational behavior theory, and occupational safety theory. From an organizational behavior perspective, OHS discipline represents the internalization of safety values reflected in workers' compliance with work regulations. When workers have high discipline, deviations from work procedures can be minimized, thereby reducing the risk of workplace accidents. Thus, OHS discipline serves as an important mechanism that bridges the successful implementation of QHSE strategies and the creation of a safe working environment.

In addition, these results also support Heinrich's Domino Theory, which explains that workplace accidents occur through a chain of interrelated causes. An effective QHSE strategy is able to break this chain of causes through supervision, training, risk evaluation, and enforcement of work discipline. In this context, OHS discipline acts as a behavioral control factor ensuring that workers continue to follow safety procedures. Therefore, the success of a QHSE strategy is determined not only by the existence of rules and systems, but also by the level of worker compliance in consistently implementing those rules.

From a practical perspective, these findings indicate that companies need to strengthen the implementation of QHSE strategies through improved OHS training programs, field supervision,

work risk evaluation, and the application of both sanctions and rewards for employee compliance. Companies also need to build more effective safety communication so that workers understand that OHS discipline is not merely a formal obligation but a necessity to protect themselves and the work environment. In addition, management should increase the involvement of all employees in occupational safety programs so that safety values are embedded in operational activities.

Improving OHS discipline can be used as a key preventive strategy to reduce workplace accidents. This shows that companies are not only required to provide safety facilities but must also ensure that all workers have compliance and commitment to implementing safety procedures. Thus, the synergy between an effective QHSE strategy and high OHS discipline will create a safer and more productive working environment.

These results are supported by research conducted by Tri Wiyono et al [18], which found that the implementation of a good QHSE strategy can create a safer and more effective work environment, increase OHS discipline, and reduce workplace accidents. Furthermore, research by Yohanna & Suryalena [16] shows that OHS discipline plays a role in reducing accident rates because compliance with safety procedures is a key factor in minimizing accident risks.

IV. CONCLUSION

The research findings show that the QHSE strategy has a positive and significant effect on workplace accident rates, indicating that the implementation of a well-structured QHSE strategy within a company such as strengthening safety procedures, supervision, and work standards can influence improvements in workplace safety conditions, so that the more optimal the QHSE implementation, the greater the potential reduction in accident rates. The QHSE strategy also has a positive and significant effect on occupational safety and health (K3) discipline, meaning that it not only focuses on technical safety aspects but also helps shape more disciplined employee behavior in applying safety procedures, leading to higher compliance with workplace safety regulations. In addition, K3 discipline itself has a positive and significant effect on workplace accident rates, showing that the level of employee compliance with safety rules strongly determines accident occurrences, where higher discipline results in a lower likelihood of accidents. Furthermore, the QHSE strategy has an indirect positive and significant effect on workplace accident rates through K3 discipline, indicating that its effectiveness works not only directly but also through strengthening K3 discipline as a mediating factor, which ultimately contributes to reducing workplace accidents.

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