
The Impact of Occupational Safety and Health Program and its Culture, as well as Zero-Accident Implications on Company Reputation for Gig-Workers

Lukis Tiantono, Survival, Nasharudin Mas, Hendrawan Dendy Santoso

Widya Gama University, Department of Manpower and Transmigration of East Java Province

*Correspondence: tiantonolukis@gmail.com

Abstract

Every worker certainly wants to improve their economic situation, and one aspect that supports this improvement is the reputation of the company where the gig worker is employed. The novelty of this research is that it discusses the relationship between Occupational Safety and Health (OSH) program and its culture, as well as the implications of Zero Accident (ZA) awards for the implementation of the OSH program, which shapes the external perception of companies that improve the economy. The purpose of this research is to discuss the relationship and influence of these three variables on the reputation of companies that employ Gig Workers. In this case, a quantitative research method that tests several hypotheses based on the results of a questionnaire administered to 25 companies that employ gig workers which use a contract system. Hypothesis (H)1: The OSH program, as outlined in government regulations and internal company regulations, has a significant positive effect on company reputation. H2: The OSH program also has a significant positive effect on implementation, as seen in the achievement of the ZA award. H3: gives a significant contribution toward OSH culture which is formed OSH requirements implementation such as having a positive effect on implementation, as seen from the achievement of the ZA award. H4: gives significant contribution toward OSH culture such as having a direct positive effect on company reputation. And H5: also is significant, which turns out that OSH awards in the form of ZA awards, can be described as evidence that the company prioritizes safety in order to shape the external view that working there is safe and comfortable. This can be proven from the calculation results $t_{count} = 6.359 > t_{table} = 1.979$ with an influence of 24.7%. Gig workers can focus on improving the company's reputation, which can have a positive impact on the workers' economy. The results of testing the implementation of OSH program really had a positive and significant effect on the reputation of external parties towards the company, which improved the economy of workers in the gig-workers category.

Keywords: Gig-workers, economics, Occupational Safety and Health, Zero Accident, company's reputation.

1. Introduction

Occupational Safety and Health (OHS) is a crucial element affecting company operations and employee well-being. The OHS program is not merely a regulation but also a strategic tool to protect workers from the risk of work-related accidents and illnesses. Therefore, OHS plays a role in protecting

workers' rights and maintaining company productivity amidst intense global competition (Ministry of Manpower, 2023). However, in Indonesia, workplace accidents remain a serious challenge. According to a report from the Ministry of Manpower, there were 462,241 workplace accident incidents in 2024. This figure increased from the previous year, indicating a gap between policy and practice (Satu Data Indonesia, 2024; IDN Times, 2025). This high figure indicates that OHS is not yet fully considered a strategic necessity, but rather an administrative obligation. Therefore, further research is needed on OHS implementation and the development of a sustainable OHS culture to achieve Zero Accidents (Ministry of Manpower, 2023; Kontan, 2025).

The implementation of OHS in Indonesia has a very strong legal basis. Law Number 1 of 1970 concerning Occupational Safety serves as the primary pillar governing companies' responsibilities in protecting their workforce. This regulation was later reinforced by Government Regulation Number 50 of 2012, which requires every company to comprehensively implement an Occupational Safety and Health Management System (SMK3). The implementation of SMK3 is intended not only for administrative purposes but also as an integral management system aligned with the company's business strategy and sustainability (Ministry of Manpower of the Republic of Indonesia, 2023).

Several previous studies provide important insights into the relationship between the implementation of Occupational Health and Safety (K3) programs, safety culture, and the achievement of Zero Accidents. Hidayat (2021) states that consistent K3 implementation can significantly reduce the number of workplace accidents in the manufacturing sector. Consistent with this statement, Lestari (2019) states that achieving Zero Accidents positively contributes to improving a company's public image. Rahman and Utami (2023) demonstrate that successful K3 implementation is inseparable from a strategy that integrates work discipline, active employee participation, and a strengthened safety culture. Furthermore, international research supports similar claims. For example, a study by Mucundorfeanu (2018) showed that companies that successfully build a strong safety culture are not only able to reduce workplace accident rates but also gain loyalty from external stakeholders. An internalized safety culture can create a positive narrative about the company, thereby fostering emotional bonds with the public, strengthening its reputation, and enhancing its brand image. This indicates that achieving Zero Accidents is not merely a technical matter but also a corporate strategy with a broad impact on business sustainability.

2. Research Method

The type of research used in this study is explanatory research. Explanatory research was chosen because it aims to explain the causal relationship between independent variables, mediating variables, and dependent variables based on previously formulated hypotheses (Creswell and Creswell, 2018). By using this approach, the research focuses not only on describing the phenomena occurring in the field but also on examining the influence of OHS programs and OHS culture on company reputation, with zero accidents as a mediating variable that bridges this relationship. Thus, the research results are expected to provide a deeper understanding of how OHS practices contribute to improving a company's image and competitiveness.

Visually, the relationship between variables can be depicted in the following conceptual model:

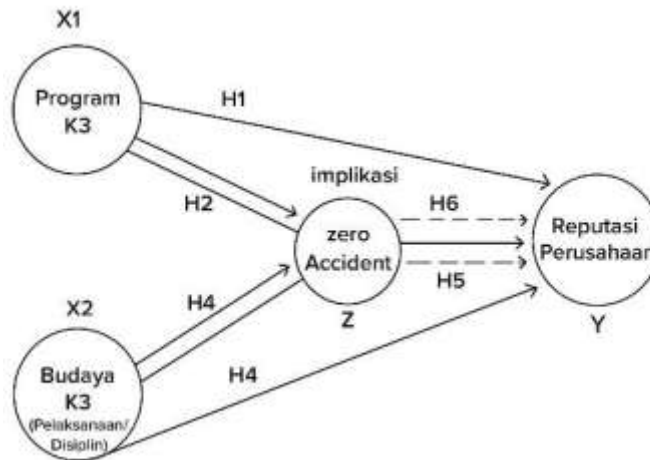


Figure: Conceptual Research Model

Description:

Variable Explanation:

X₁ = OHS Program (Represents the company's policies, training, and systematic efforts to implement occupational safety and health (OHS)).

X₂ = OHS Culture (Implementation/Discipline) (Describes the extent to which the values, attitudes, and behaviors of the workforce support the consistent and disciplined implementation of OHS in the workplace).

Z = Zero Accident (Mediating variable (intervening variable) indicating a condition without workplace accidents due to effective OHS implementation).

Y = Company Reputation (Dependent variable) describing the company's positive image in the eyes of the public, investors, and employees as a result of good safety performance).

Description of the Relationship Between Variables:

H1: OHS Program → Company Reputation (The better the implementation of the OHS program, the higher the company's reputation because it demonstrates concern for occupational safety).

H2: OHS Program → Zero Accidents (A well-designed and implemented OHS program can reduce the workplace accident rate (towards zero accidents)).

H3: OHS Culture → Zero Accidents (A culture of discipline and compliance with OHS in the workplace helps create conditions without accidents).

H4: OHS Culture → Corporate Reputation (A strong safety culture strengthens the company's image as a safe and professional workplace).

H5: Zero Accidents → Corporate Reputation (Achieving zero accidents directly contributes to improved reputation because it reflects the effectiveness of the OHS system).

H6: OHS Program → Zero Accidents → Corporate Reputation (Zero Accidents mediate the relationship between OHS Programs and Corporate Reputation. This means that reputation improves through the achievement of zero accidents resulting from OHS programs).

H7: OHS Culture → Zero Accidents → Corporate Reputation (A strong OHS culture also influences reputation through the achievement of zero accidents as an indirect effect).

3. Results and Discussion

Occupational Safety and Health (OHS) culture is the foundation for determining the successful implementation of occupational safety programs. This culture reflects collective values, beliefs, and attitudes that prioritize safety in every organizational activity. According to Cooper (2019), an OHS culture is defined as shared values and practices that emphasize that safety is a shared responsibility, not solely a management obligation. By establishing a strong culture, workers comply not only with regulations out of compulsion but also out of moral awareness and a personal commitment to the safety of themselves and their colleagues. Recent research shows that culture plays a more significant role than mere technical instructions in OHS implementation. Sari and Wibowo (2020) explain that organizations with a culture of discipline, active participation, and a strong concern for safety are able to create a safer and more productive work environment. This statement is reinforced by Putra (2022), who shows that the level of workforce discipline is positively correlated with a decrease in accident rates, particularly in the mining sector, which has high occupational risks. Therefore, the continuous internalization of an OHS culture is a crucial strategy for achieving the Zero Accident target across various industrial sectors. A company's reputation is a strategic asset with significant value in global business competition. Companies with a positive image generally find it easier to gain investor trust, consumer loyalty, and employee motivation. According to Fombrun (1996), a company's reputation is built through public perception of the company's consistency, integrity, and sustainable performance.

In this context, a company's success in implementing Occupational Safety and Health (OHS) programs and achieving Zero Accidents can be seen as a tangible indicator of its commitment to Corporate Social Responsibility (CSR) and sustainability. Adityayoga et al. (2025) found that consumers tend to be more loyal to companies that integrate safety values into their organizational identity. This value-based identity not only increases consumer satisfaction and trust but also strengthens the company's differentiation amidst market competition. Thus, sound OHS implementation has a dual impact: on the one hand, it improves the safety and well-being of its workforce; on the other, it strengthens the company's reputation, thereby enhancing competitiveness and expanding opportunities for business sustainability. At the international level, the International Labour Organization (ILO) defines Occupational Safety and Health (OSH) as a multidisciplinary field aimed at preventing work-related accidents and diseases while improving worker well-being, emphasizing the principle of tripartite collaboration between governments, employers, and workers (International Labour Organization, 2019). Meanwhile, in contemporary academic studies, OSH is understood not merely as technical compliance with regulations, but as a managerial system and organizational culture encompassing hazard identification, risk assessment, control, training, and active worker participation in creating safe, healthy, and sustainable working conditions (Ramli, 2010).

3.1. Dimensions of Occupational Safety and Health Culture

Occupational Safety and Health (OSH) culture has several key dimensions that determine its strength and sustainability within an organization. (1) Management commitment is a key factor because leadership that demonstrates visible commitment will determine policy direction, resource allocation, and build worker trust in safety priorities (Cooper, 2000). (2) Worker participation is an important element that requires active involvement in hazard identification, procedure development, and decision-making, thus fostering a sense of ownership of the safety program (Guldenmund, 2000). (3) Open communication and reporting systems regarding potential hazards, incidents, and near misses provide continuous learning and improvement. This can only be achieved through fair reporting mechanisms (no blame reporting), as emphasized in the concept of just culture (Reason, 1997). (4) Safety values and attitudes reflect a shared belief that safety is a top priority, which in turn influences workers' daily behavior, including consistency in the use of Personal Protective Equipment (PPE) and adherence to standard operating procedures (SOPs) (Cooper, 2000). By integrating these four dimensions, an OHS culture develops into a foundation that supports sustainable safety while improving organizational performance.

3.2. Corporate Reputation Dimensions

In strategic management studies, corporate reputation cannot be understood in isolation but must be viewed through key dimensions that reflect public image, stakeholder trust, organizational attractiveness, and the company's ability to build competitive advantage. To provide a more structured understanding, Table 4 presents the dimensions of corporate reputation along with their indicators and strategic implications.

4. Conclusion and Recommendations

Based on the above description, this research has significant urgency. (1) Theoretically, this research enriches the study of the relationship between OHS programs, safety culture, achieving Zero Accidents, and corporate reputation, particularly in the Indonesian context, which presents unique challenges in implementing regulations and maintaining a consistent work culture. (2) Practically, this research provides strategic recommendations for companies in Greater Malang, particularly in strengthening management commitment, increasing employee engagement, and ensuring continuous evaluation. Thus, companies can reduce workplace accident rates, consistently achieve Zero Accidents, while simultaneously strengthening their reputation and competitiveness in the eyes of the public and stakeholders.

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