

Organizational Development within The Palm Oil Industry: The Application of Occupational Health and Safety (OHS)

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Article Information

Article History:

Received : 2024-09-03

Revised : 2025-03-13

Accepted : 2025-03-13

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Keywords: Occupational Health
and Safety (OHS), Organizational
Development, Palm Oil Industry

Kata Kunci: Kesehatan dan
Keselamatan Kerja (K3),
pengembangan organisasi, Industri
Kelapa Sawit

Abstract

Purpose: This article aims to analyze the implementation of Occupational Health and Safety (OHS) in organizational development at PT. Enggang Mill, a palm oil industry company. The primary focus of this study is to evaluate the company's policies, procedures, training, and efforts in fostering a safety culture, as well as to identify challenges in achieving a zero-incident environment.

Method: The methodology involves direct interviews with Mr. Adrian Syah, the Head of Safety at PT. Enggang Mill, and an analysis of the OHS policies and procedures in place. The collected data are analyzed qualitatively to understand the effectiveness and challenges in the execution of OHS programs within the factory setting.

Research Findings: The findings reveal that PT. Enggang Mill has implemented stringent safety policies and procedures, including regular training, provision of personal protective equipment (PPE), and the installation of warning signs throughout the work areas. However, the greatest challenge remains in cultivating a safety culture among employees, where further efforts are needed to enhance awareness and compliance with OHS procedures. The implications of this research emphasize the importance of management support and active employee participation in creating a safe and productive work environment. The novelty of this study lies in its comprehensive approach, combining an evaluation of safety policies with an analysis of safety culture within the company, providing insights into how safety culture can be a decisive factor in the success of OHS programs.

Abstrak

Tujuan Penelitian: Artikel ini bertujuan untuk menganalisis penerapan Kesehatan dan Keselamatan Kerja (K3) dalam pengembangan organisasi di PT. Enggang Mill, sebuah perusahaan industri kelapa sawit. Fokus utama dari studi ini adalah untuk mengevaluasi kebijakan, prosedur, pelatihan, dan upaya perusahaan dalam membangun budaya keselamatan, serta mengidentifikasi tantangan dalam mencapai lingkungan tanpa insiden.

Metode: Metode yang digunakan melibatkan wawancara langsung dengan Bapak Adrian Syah, Kepala Kesehatan dan Keselamatan di PT. Enggang Mill, serta analisis kebijakan dan prosedur K3 yang diterapkan. Data yang dikumpulkan dianalisis secara kualitatif untuk memahami efektivitas dan tantangan dalam pelaksanaan program K3 di lingkungan pabrik.

Temuan Penelitian: Temuan menunjukkan bahwa PT. Enggang Mill telah menerapkan kebijakan dan prosedur keselamatan yang ketat, termasuk pelatihan rutin, penyediaan alat pelindung diri (APD), dan pemasangan tanda peringatan di seluruh area kerja. Namun, tantangan terbesar tetap pada pembentukan budaya keselamatan di antara karyawan, di mana perlu ada upaya

lebih lanjut untuk meningkatkan kesadaran dan kepatuhan terhadap prosedur K3. Implikasi dari penelitian ini menekankan pentingnya dukungan manajemen dan partisipasi aktif karyawan dalam menciptakan lingkungan kerja yang aman dan produktif. Kebaruan dari studi ini terletak pada pendekatannya yang komprehensif, menggabungkan evaluasi kebijakan keselamatan dengan analisis budaya keselamatan di dalam perusahaan, memberikan wawasan tentang bagaimana budaya keselamatan dapat menjadi faktor penentu dalam keberhasilan program K3.

INTRODUCTION

Occupational Health and Safety (OHS) is an increasingly important aspect of organizational development, especially in high-risk industries such as the palm oil sector. Social facts reveal that workplace accidents and occupational diseases remain serious issues in many companies in Indonesia, negatively impacting employees and organizational productivity. High accident rates not only have economic consequences but also lower employee morale and motivation, ultimately affecting overall organizational performance.

Existing literature indicates that the effective implementation of Occupational Health and Safety (OHS) programs can provide significant benefits to organizations, including reductions in workplace accidents, increased job satisfaction, and compliance with safety regulations (Hidayah & Zaman, 2022; Abidin, 2023; Ahmad Naim, Omar, & Nik Ibrahim, 2022). Various studies, such as those conducted by Roslan & Md Said (2024) and Ferhat et al. (2024), highlight the importance of OHS programs in improving working conditions and employee health in industrial sectors, including palm oil. Despite the numerous studies investigating specific aspects of OHS and its impact on safety and health in this industry, research that thoroughly explores the application of OHS within the context of organizational development and the creation of a safety culture in the palm oil sector remains limited.

According to existing literature, such as that by Yani (2012) and Honiatri (2020), workplace safety encompasses various dimensions, from the use of machinery and equipment to work processes, and should be a primary concern in every industry, especially in high-risk sectors. However, there is still a gap in understanding how OHS implementation can be effectively integrated into organizational development and the establishment and maintenance of a safety culture in the palm oil industry. Therefore, this research aims to address this gap by investigating how the implementation of OHS programs can contribute to organizational development and the strengthening of a safety culture in the palm oil sector.

The novelty of this research lies in the comprehensive approach undertaken at PT. Enggang Mill, one of the palm oil mills in West Kalimantan. This study not only evaluates existing safety policies and procedures but also delves into the challenges of establishing an effective safety culture in a high-risk environment. Consequently, this research contributes to the OHS literature by providing new insights on how organizations can integrate OHS into their organizational development to achieve zero incidents.

The objective of this study is to analyze the implementation of OHS at PT. Enggang Mill, specifically in relation to efforts to create a safety culture in the factory environment. The study also aims to identify the main challenges faced by the company in maintaining workplace safety and to offer recommendations to address these challenges.

The hypothesis of this research is that the implementation of effective safety policies and procedures, supported by ongoing training and awareness promotion, can significantly reduce

workplace accidents and foster a strong safety culture at PT. Enggang Mill. Additionally, management support and active employee participation are predicted to play a crucial role in the success of the OHS program at this company.

RESEARCH METHOD

The unit of analysis in this study is PT. Enggang Mill, a factory that is part of PT. Peniti Sungai Purun (PSP), located in Anjongan District, Mempawah Regency, West Kalimantan. PT. Enggang Mill operates within the palm oil industry and has three main areas: Kebun Purun Utara (KPU), Kebun Purun Selatan (KPS), and the Enggang Mill factory. This study focuses on the Enggang Mill factory, particularly on workplace safety aspects within organizational development. The material objects of this research include the safety policies, procedures, and practices implemented at the factory, as well as the safety culture among employees.

This study employs a descriptive qualitative research design aimed at understanding and describing the implementation of Occupational Health and Safety (OHS) at PT. Enggang Mill. The research involves an in-depth analysis of OHS policies, procedures, and practices, as well as interviews with relevant stakeholders to gain insights into the challenges and strategies in creating a safety culture. This research design is chosen to comprehensively explore how workplace safety is integrated into organizational development and how the company addresses challenges in implementing OHS.

The primary data source for this study is an interview with Mr. Adrian Syah, the Head of the Safety Department at PT. Enggang Mill. Additionally, the study uses secondary data from the company's internal documents related to safety policies and procedures, as well as incident reports and safety training records. Additional information is also obtained through direct observations at the factory site and an analysis of literature relevant to workplace safety in the palm oil industry.

The research process begins with identifying workplace safety issues at PT. Enggang Mill through a literature review and preliminary discussions with company management. The next step involves data collection through in-depth interviews with the Head of the Safety Department, where key aspects of workplace safety, such as policies, procedures, training, and challenges in creating a safety culture, are discussed in detail. These interviews are recorded and transcribed for further analysis.

In addition to interviews, the study also involves direct observation at the factory site to verify the implementation of safety policies and procedures. The researcher observes working conditions, the use of personal protective equipment (PPE), as well as the execution of safety briefings and the dissemination of safety signage in work areas. The collected data is then analyzed qualitatively to identify patterns, themes, and factors affecting the effectiveness of the OHS program at the factory.

RESULTS

This study reveals several important aspects related to the implementation of Occupational Health and Safety (OHS) at PT. Enggang Mill, which is part of PT. Peniti Sungai Purun (PSP). Data obtained from interviews and field observations indicate that the company has undertaken various efforts to ensure workplace safety in the factory environment; however, challenges remain in fostering a strong safety culture among employees.

Safety Policies and Procedures

According to the interview with Mr. Adrian Syah, the Head of the Safety Department, PT. Enggang Mill has strict safety policies and procedures regulated through Standard Operating Procedures (SOPs). Before starting work, every employee is required to use Personal Protective Equipment (PPE) as per the established SOPs. This policy emphasizes the importance of individual awareness regarding workplace safety, supported by the company's leadership and management.

PT. Enggang Mill prioritizes workplace safety through the strict implementation of SOPs, which mandate the use of PPE by employees. The observed pattern indicates a commitment from management to ensure that all tasks are carried out according to the set safety standards. However, although SOPs are in place, their effectiveness heavily relies on the level of employee awareness. In practice, despite the policy being disseminated, there is a tendency for employees to be negligent, particularly when there is a lack of strict supervision. This suggests that the implementation of policies needs to be accompanied by strengthening the safety culture across all organizational levels.

Dissatisfaction with the fulfillment of company promises emerged as a central theme in this study's findings. Many Grab driver-partners in Pontianak expressed significant dissatisfaction due to sudden changes in the terms of incentives and bonuses. Drivers reported that the targets required to earn bonuses often increased without prior notice, making it extremely challenging to achieve these targets. This situation created income instability and made drivers feel undervalued.

These sudden changes in incentive terms frequently occurred without sufficient notice from the company. Drivers felt that they were not given adequate time to adjust to these changes, which ultimately affected their ability to meet the new targets. This points to a lack of transparency and effective communication from Grab. Moreover, incentives that were promised at the start of the program were often altered or removed without adequate explanation. These unexpected changes added to the uncertainty among drivers regarding the benefits they could gain from working with Grab. When initial promises were not kept, it led to deep frustration and disappointment.

The dissatisfaction arising from the breach of promises related to incentives and bonuses directly impacted the job satisfaction and motivation of the drivers. They felt that the company had failed to meet the expectations that had been set, leading to a decrease in morale and an increase in dissatisfaction. This created a work environment that was less supportive and motivating for the driver-partners.

The impact of this dissatisfaction was not limited to financial aspects but also affected the overall work experience of the drivers. When promised incentives were suddenly changed, it disrupted their financial planning and reduced their trust in the company. As a result, drivers might consider seeking other opportunities that they perceive as more stable and fair. Overall, the dissatisfaction with the fulfillment of company promises reflects a failure to meet the expectations of Grab's driver-partners. To address this issue, the company needs to improve communication and transparency regarding changes in incentive policies. By doing so, it is hoped that the sense of unfairness and frustration among drivers can be reduced, leading to increased satisfaction and motivation in their work.

Training and Safety Programs

At PT. Enggang Mill, training and safety programs are conducted regularly through bi-weekly safety briefings, as well as daily briefings that emphasize the importance of using Personal Protective Equipment (PPE). The work areas are also equipped with safety signage to reinforce employees' awareness of the importance of maintaining safety while working.

Figure 1. Safty Breafing



PT. Enggang Mill consistently implements safety training and provides safety signage throughout the work areas. The observed trend indicates ongoing efforts to instill safety awareness through briefings and signage in the field. This demonstrates a pattern of continuous training as part of the company's strategy to enhance safety awareness among employees. However, challenges arise when this training is not accompanied by a deep understanding or internalization by employees, who may still view safety procedures as administrative obligations rather than operational necessities. This suggests the need for a more personalized and sustained approach to effectively build a safety culture.

Disaster Response Facilities

PT. Enggang Mill has equipped the factory with advanced disaster response facilities, such as a fire suppression system including hydrants, water sprinklers, and portable fire extinguishers in accordance with SNI standards. These facilities are designed to mitigate the risk of major accidents, such as fires, that could occur in the factory.

Figure 2. Safety Equipment

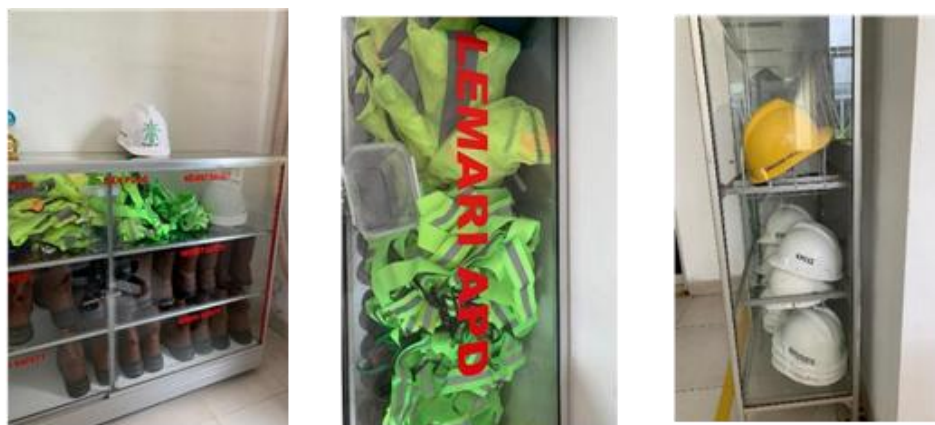


Figure 3. Enggine Hydrant

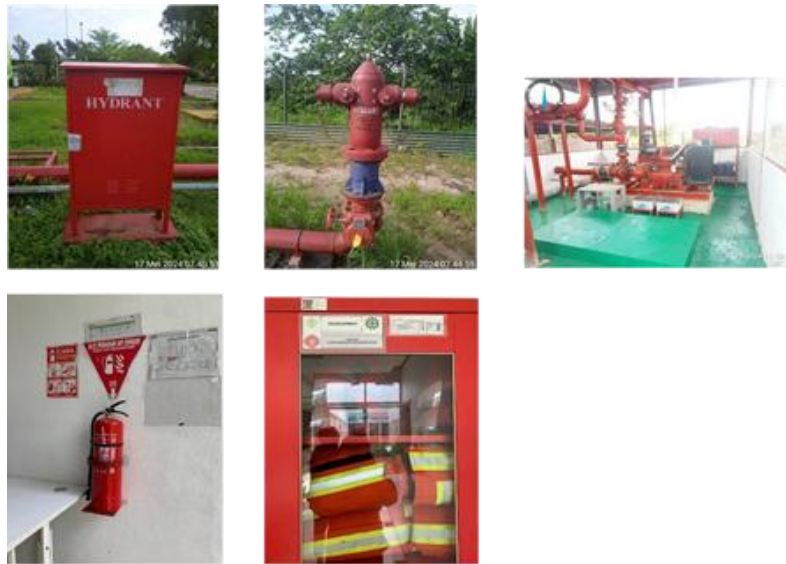


Figure 4. APS and First Aid Kits in the LB3 Warehouse



The company has provided comprehensive and standards-compliant disaster response facilities to anticipate major accident risks. The observed pattern in the provision of these facilities indicates management's seriousness in addressing accident risks within the factory environment. However, while these facilities are available, their effectiveness relies on employees' genuine understanding and readiness to use them in emergency situations. Observations show that employee preparedness for disasters still needs improvement, both through more frequent drills and through intensive training on the use of safety equipment.

Challenges in Creating a Safety Culture

The greatest challenge faced by PT. Enggang Mill is fostering a safety culture among employees. Although the company has invested considerable resources in workplace safety, optimal results can only be achieved if employees collectively internalize the importance of safety.

Creating a strong safety culture at PT. Enggang Mill remains a primary challenge, despite substantial investment in safety facilities. Data indicates a high reliance on management initiatives to create a safe working environment, yet the internalization of safety culture at the employee level is still minimal. There is a tendency for employees to follow rules only when supervised, suggesting that the safety culture has not fully taken root. This challenge highlights the need for a more inclusive approach, where employees are not merely required to comply with rules but are also provided with a deep understanding of the importance of safety for themselves and their colleagues.

DISCUSSION

Workplace Safety and Organizational Productivity

Workplace safety is a crucial factor in enhancing organizational productivity, particularly in high-risk industries such as palm oil production. According to Myzabella et al. (2019), workers in oil palm plantations face risks of musculoskeletal disorders, injuries, psychosocial issues, and exposure to infectious diseases such as malaria and leptospirosis.

For organizations like PT. Enggang Mill operating in the palm oil sector, prioritizing workplace safety is essential for maintaining operational stability. A safe working environment not only protects employees from potential accidents but also enhances motivation and job satisfaction, ultimately contributing to increased productivity. A study by Hong (2022) found that leadership commitment to safety initiatives fosters a culture where employees are more likely to engage in safe work practices, reducing workplace incidents and injuries.

In the long term, a strong emphasis on workplace safety is crucial for sustaining operations and maintaining competitiveness. Companies with a strong safety record are more successful in retaining skilled and loyal employees, a critical advantage in the palm oil industry, where expertise is invaluable. Continuous, accident-free operations enable companies like PT. Enggang Mill to remain competitive in an increasingly challenging global market. Moreover, a strong safety culture attracts investors and business partners, enhancing trust and opening opportunities for collaboration.

Building a safety culture within an organization is a strategic imperative. When safety becomes an integral part of a company's core values and norms, all employees actively contribute to creating a safe working environment. This collective responsibility minimizes the risk of accidents caused by negligence or human error. Furthermore, a strong safety culture enhances the company's reputation among external stakeholders, including customers, suppliers, and regulators. Commitment to safety and social responsibility strengthens stakeholder trust and can lead to better business relationships and greater opportunities.

Investing in workplace safety should be seen as a financially sound decision rather than merely an expense. While the initial costs of training, protective equipment, and safety programs may seem high, the long-term returns include reduced costs related to workplace accidents, such as compensation claims, production downtime, and equipment repairs. A safe working environment also correlates with higher job satisfaction and lower employee turnover, which

directly reduces recruitment and training costs. Ultimately, a strong commitment to workplace safety increases profitability by minimizing unnecessary expenses and ensuring smooth operations.

Additionally, workplace safety aligns with sustainability strategies and corporate social responsibility (CSR) initiatives. In today's global business landscape, consumers and investors increasingly demand responsible business practices. By prioritizing safety, PT. Enggang Mill demonstrates a commitment to employee well-being and the surrounding community, a fundamental aspect of CSR. This commitment not only strengthens the company's image but also fosters stronger relationships with local communities and government bodies.

Leadership plays a critical role in the successful implementation of workplace safety measures. Proactive leadership creates an environment where safety is a top priority. Active management support for safety policies and practices sends a clear signal to the entire organization that safety is a shared responsibility, extending beyond regulatory compliance. Engaged leadership is better positioned to identify and mitigate potential risks before they escalate into significant issues, thus protecting employees and ensuring long-term operational stability.

Effective Workplace Safety Programs

The implementation of a structured workplace safety program, such as regular training and briefings as conducted at PT. Enggang Mill, is crucial for reducing workplace incidents. Regular training enhances employees' awareness of the importance of using Personal Protective Equipment (PPE) and adhering to safety procedures. This aligns with Yani's (2012) findings, which state that workplace safety relies not only on procedures but also on the active involvement of employees in understanding and applying safety practices at work.

The routine training and briefings conducted by PT. Enggang Mill are fundamental in maintaining and improving workplace safety. While safety equipment and procedures are adequately provided, without a deep understanding and continuous awareness through training, employees may overlook the importance of safety in daily activities. Structured training allows the company not only to comply with safety regulations but also to invest in developing employees who are aware of and competent in recognizing and handling risks on-site. This is crucial for minimizing workplace incidents that could harm employees and the company as a whole.

Active employee involvement in the safety program is key to the successful implementation of safety policies. Training that is merely a formality without active employee engagement will not be effective in the long term. When employees are actively involved and feel responsible for their own safety and that of their colleagues, the application of safety procedures becomes more natural and consistent. Conversely, if employees are not engaged or perceive safety as solely a management responsibility, avoidable mistakes or negligence are more likely to occur. This involvement also enhances two-way communication between employees and management, allowing safety issues to be identified and addressed more promptly.

Without routine safety training, there is a risk that employees will start to neglect or forget important procedures, especially in dynamic work environments such as the palm oil industry. This can increase the likelihood of workplace accidents, which not only harm employees but also negatively impact productivity and the company's reputation. A lack of updated training can also result in employees being unfamiliar with new technologies or methods applied in safety procedures. Consequently, the company might face greater losses in the long term due to increased incidents that could have been prevented through consistent training.

Proper use of PPE is a critical component in maintaining workplace safety, particularly in high-risk sectors like PT. Enggang Mill. Through regular training, employees are reminded and taught about the importance of correctly using PPE and how to select and maintain appropriate PPE for various tasks. This training can also address any concerns or misconceptions employees might have about PPE use, such as discomfort or the belief that it is unnecessary in certain situations. Ensuring that each employee understands and adheres to PPE use can minimize the risk of serious injuries, ultimately protecting employee well-being and reducing potential costs for the company.

Safety awareness built through routine training and briefings can reinforce a safety culture at the workplace. When employees have a high awareness of safety, it encourages proactive behavior in protecting themselves and their coworkers. Over time, this will develop a work culture that prioritizes safety, where everyone in the organization feels responsible for creating and maintaining a safe working environment. This culture not only boosts employee morale but also strengthens teamwork and commitment to work quality.

A sustainable approach to safety training is necessary to ensure that employees stay up-to-date with regulatory changes, technology, and best practices in workplace safety. In a constantly evolving world, workplace risks and challenges also change. Therefore, ongoing training helps employees continuously update their knowledge and skills, enabling them to work safely and effectively. Without a sustainable approach, companies risk falling behind in adopting the latest safety practices, which can increase incident risks and negatively impact overall company performance.

Challenges in Implementing Workplace Safety

The main challenge faced by PT. Enggang Mill in implementing workplace safety is creating a safety culture that is internalized by all employees. Although infrastructure and resources have been provided, without a strong safety culture, these efforts will not yield optimal results. This challenge highlights the importance of a holistic approach in developing workplace safety programs, encompassing training, awareness, and ongoing supervision.

A strong safety culture is the foundation for the long-term success of any safety program. Without this culture, other efforts, such as providing infrastructure and training, will be less effective because employees may not be fully engaged or compliant with safety protocols. A robust safety culture ensures that safety is not just seen as a management responsibility or a formality but as an integral part of employees' daily work. When employees internalize the safety culture, they are more likely to proactively prevent accidents and maintain workplace safety, which significantly reduces risks and enhances operational performance.

A holistic approach to developing safety programs is necessary because safety cannot be achieved through one or two simple steps. Safety results from the interaction of various factors, including training, awareness, supervision, and adequate infrastructure. A holistic approach covers all these aspects, ensuring that the safety program is not only on paper but effectively implemented and continuously improved. With this approach, PT. Enggang Mill can build an integrated and comprehensive safety system that not only protects employees but also supports the company's overall business goals.

If a safety culture is not internalized by all employees, the consequences can be severe. First, non-compliance with safety procedures may increase, potentially leading to preventable accidents and incidents. Second, a lack of awareness or indifference to safety can create an unsafe work

environment, where minor issues can escalate into major problems. Finally, without a strong safety culture, the company's efforts to reduce risks and comply with safety regulations may not achieve the desired results, which could negatively impact the company's reputation and even lead to legal issues.

Ongoing supervision is a crucial element of a workplace safety program because it ensures that policies and procedures are actually followed on-site. Supervision helps detect potential issues before they develop into major accidents. Additionally, routine supervision provides direct feedback to management about the effectiveness of existing safety programs and identifies areas needing improvement. In a dynamic work environment like PT. Enggang Mill, consistent supervision also helps ensure that employees remain vigilant and do not slack off on critical safety procedures.

Building a safety culture has broad impacts on the entire organization. With a strong safety culture, a company not only protects employees from injury risks but also enhances operational efficiency. Employees who feel safe and valued are likely to be more productive, more engaged, and more committed to their work. This can also reduce turnover rates, as a safe work environment is a key factor in employee retention. Ultimately, a positive safety culture can enhance the company's reputation, which in turn can attract more business and high-quality talent.

Sustained training and awareness are necessary to ensure that the safety culture remains strong and relevant over time. In a continually evolving work environment, new safety challenges arise, and employees need to be equipped to address them. Ongoing training ensures that employees are always up-to-date with the latest safety procedures and understand the importance of applying them in their daily work. Awareness cultivated through effective communication and educational programs also helps reinforce employees' commitment to safety, making safety a top priority held by every individual in the organization.

CONCLUSION AND RECOMMENDATION

This research reveals that workplace safety at PT. Enggang Mill, despite being supported by adequate infrastructure, still faces significant challenges in creating a safety culture that is internalized by all employees. The main findings indicate that although routine training and briefings have been conducted, their effectiveness in reducing workplace incidents greatly depends on the extent to which employees understand, value, and practice these safety procedures in their daily activities. This aligns with literature emphasizing that active employee involvement and ongoing supervision are key to the success of workplace safety programs.

The implications of this research suggest that PT. Enggang Mill and other companies in similar industries need to adopt a more integrative approach to workplace safety efforts. This includes combining technical training with initiatives that build awareness and concern for safety among employees. Additionally, stringent supervision and periodic evaluations of safety programs are crucial to ensuring long-term sustainability and effectiveness.

This research has several limitations that should be noted. First, the study focuses solely on one company, so the results may not be fully generalizable to other industries or companies of different scales. Second, the research does not include a detailed analysis of external factors such as changes in government regulations or technological advancements that could impact safety practices. Another limitation is that this research emphasizes qualitative aspects, and therefore does not provide quantitative analysis that could reinforce the existing findings.

Based on the findings and limitations of this study, several recommendations can be made. First, it is advised that PT. Enggang Mill enhance its workplace safety training program by incorporating more interactive and practical elements, and integrating training with more intensive supervision. Second, further research is recommended to expand the focus to other companies in the same or different industries to obtain a more comprehensive view of safety implementation. Third, a quantitative approach could be used in future research to measure the effectiveness of safety programs more precisely and in greater detail.

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