

ENHANCING EMPLOYEE HEALTH THROUGH THE SEBUSE PROGRAM: AN EVALUATION AT PERTAMINA REFINERY UNIT III PLAJU

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Abstract

Since 2021, Pertamina has implemented the SeBuSe (Healthy, Fit, and Happy) program as a corporate health and wellness initiative that operationalizes Health, Safety, Security, and Environment (HSSE) standards. The novelty of this study lies in its strategic integration of the HSSE perspective in evaluating an employee wellness program, its comprehensive application of the SWOT framework for organizational analysis, and its inclusion of participant spouses to capture broader behavioral and motivational dynamics. The program emphasizes holistic well-being through structured activities such as Fat Loss and Move More, designed to support sustained lifestyle improvements. Based on these considerations, this study aims to identify and analyze internal and external factors influencing SeBuSe's effectiveness in improving employee health outcomes using the SWOT analytical approach. Data were collected through Focus Group Discussions (FGDs) involving 30 participants and complemented by in-depth interviews with two program managers and four participant spouses to ensure a multi-perspective understanding of program implementation. The SWOT analysis positions SeBuSe in Quadrant I (Aggressive/Growth Strategy), supported by an internal factor score of 3.10 and an external factor score of 3.46, indicating strong institutional capacity and significant opportunities for further development. Overall, the findings generate strategic insights that can strengthen health promotion efforts and reinforce a proactive safety and wellness culture within Pertamina's industrial environment.

Keywords: Health; Improvement; Productivity; Strategy; SeBuSe; Work.

INTRODUCTION

In the era of globalization and increasingly competitive markets, employee health has become a crucial aspect in maintaining organizational efficiency and productivity. Healthy employees not only demonstrate higher attendance rates but also exhibit better performance. Worker knowledge, attitudes, and actions are three key factors that influence worker effectiveness (1). Prioritizing employee health is not merely an organizational moral responsibility but a fundamental right of every worker (2). In strategic industries such as energy, oil, and gas, programs like those implemented by Pertamina face significant challenges in balancing optimal performance with employee well-being.

Globally, data from the International Labour Organization (ILO) shows that more than 2.3 million workers die each year due to work accidents and occupational diseases(3). A work environment that supports both physical and mental health plays a major role in enhancing employee engagement, retention, and creativity(4). Employees who feel that their well-being is valued tend to be more loyal and motivated to contribute at their best. In the workplace,

occupational health and safety (OHS) must be considered. This is because being in good physical and mental health is what it means to be healthy. Occupational safety, on the other hand, refers to a state in which workers' safety is guaranteed (5). Therefore, various organizations, including state-owned enterprises such as Pertamina, have begun developing structured, measurable occupational health programs as a long-term investment that is not only ethical but also contributes to public health.

As a state-owned enterprise operating in both the upstream and downstream sectors of the oil and gas industry, PT Kilang Pertamina Internasional RU III Plaju places particular emphasis on occupational health. Since 2021, Pertamina has launched an employee health and fitness program called SeBuSe (Healthy, Fit, and Happy). This program implements Health, Safety, Security, and Environment (HSSE) standards to create a safe, healthy, and productive workplace.

The SeBuSe program specifically targets weight reduction, improvement of health indicators (such as blood pressure and cholesterol), and increased physical activity through the Fat Loss and Move More initiatives. Based on the 2025

Medical Check-Up (MCU) results, more than 53% of RU III employees were classified as obese, a major risk factor for coronary heart disease, the leading cause of death in Indonesia. Therefore, SeBuSe serves as a comprehensive preventive strategy.

The uniqueness of the SeBuSe program lies in its structured intervention approach, which includes regular assessments such as the Rockport Test, food recall, and app-based exercise monitoring (using Strava and Timestamp Camera). Achievement-based rewards are also provided to enhance participant motivation.

Based on the Medical Check-Up (MCU) report data conducted by the HSSE Medical Division of Pertamina Refinery Unit III Plaju, employees are categorized into five BMI groups: Underweight, Normal Weight, Overweight, Obesity I, and Obesity II.

In 2022, the SeBuSe program was implemented over a three-month period (August 2–November 2) with 142 participants. During the 2023 Medical Check-Up (MCU) conducted on 902 employees, 63.3% of participants were classified in the Obesity I and Obesity II

categories. In 2023, the SeBuSe program was conducted from January 17 to March 14 for the Move More session and from August to November for the Fat Loss session, involving a total of 143 participants. Subsequently, the 2024 MCU conducted on 870 employees showed a reduction in the proportion of participants in the Obesity I and Obesity II groups to 58.2%.

In 2024, the SeBuSe program ran again for three months (July 23–November 24) for both Move More and Fat Loss sessions, with 186 participants. The 2025 MCU, conducted on 879 employees, revealed a further decline in the Obesity I and Obesity II groups to 57.32%. These results indicate that the SeBuSe program has had a positive impact on promoting a healthy lifestyle in the workplace.

Furthermore, the SeBuSe program aligns with the principles of Total Worker Health (TWH) developed by NIOSH. This principle emphasizes the importance of integrating occupational safety protection with the promotion of healthy lifestyle behaviors (6). The program is also supported by the Health Belief Model and the Theory of Planned Behavior, which highlight the role of perceived risks and

benefits as key drivers of healthy behavior (7).

To gain a deeper understanding of the effectiveness and dynamics of the SeBuSe program's implementation, an analytical method is required that not only illustrates the program's achievements but also identifies the internal and external factors influencing its success. Therefore, this study employs a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis approach.

The SWOT analysis was chosen because it can reveal the strengths (such as management commitment and adequate facilities), weaknesses (such as participation consistency or monitoring issues), opportunities (such as regulatory support and cross-unit collaboration), and threats (such as unhealthy lifestyles outside working hours or cultural resistance).

RESEARCH METHODS

This study employs a qualitative descriptive approach, with data collected through in-depth interviews and Focus Group Discussions (FGDs). Using purposive sampling, the informants consisted of two SeBuSe program managers (one permanent and one contract staff), thirty SeBuSe participants

representing diverse employee categories, daily and shift workers, employees under and over 40 years old, as well as staff management and frontliner levels, and four spouses of participants with varied educational and occupational backgrounds. Data were analyzed using the SWOT framework.

RESULTS AND DISCUSSION

Results

In this study, the researcher recognized the potential for bias since most data were obtained from program participants who may hold favorable views of SeBuSe. To minimize such bias, data triangulation was used by involving diverse informants, including program managers and participants' spouses. This strategy enabled cross-verification of participants' perspectives, resulting in a more balanced and credible interpretation of the findings (8). Furthermore, reflexivity was maintained throughout the research process as the researcher continuously reflected on personal assumptions and potential influence on data interpretation.

Qualitative data were manually coded through iterative rounds. Interview and focus group transcripts were thoroughly read, open-coded, and categorized based on

the four SWOT dimensions: Strengths, Weaknesses, Opportunities, and Threats. These categories were refined through constant comparison to ensure conceptual clarity (9). No qualitative analysis software (e.g., NVivo or Atlas.ti) was used; instead, all coding and categorization were manually conducted using spreadsheets and thematic matrices. To enhance trustworthiness, data triangulation and member checking were used to verify the accuracy of interpretations with informants (10).

Moreover, the integration of digital health monitoring technologies is deemed feasible, as Pertamina has committed to providing full support to address infrastructural and digital literacy challenges. Since the SeBuSe program aims to improve employees' occupational health, this investment aligns with the company's broader objective of enhancing productivity and overall business performance. Despite some remaining challenges, Pertamina's provision of technological infrastructure, internet access, and digital training ensures that employees can effectively utilize the system. This corporate-backed initiative strengthens both the feasibility and

sustainability of digital health implementation (11).

The strategies proposed in this study are based on the Total Worker Health (TWH) approach developed by the National Institute for Occupational Safety and Health (NIOSH). This approach emphasizes the importance of integrating occupational safety protection with comprehensive health promotion, encompassing physical, mental, social, and workplace environmental aspects (6). TWH recognizes that employee well-being is determined not only by individual factors but also by social support, organizational policies, and a conducive work environment. Therefore, strategies that focus on strengthening internal factors, leveraging external opportunities, and enhancing coordination among stakeholders are highly relevant to the principles of TWH.

Discussion

The SWOT analysis results indicate that internal factors scored 3.10, while external factors scored 3.46. These scores were derived through a systematic process that determined weights and ratings for each IFAS (Internal Factor Analysis Summary) and EFAS (External Factor

Analysis Summary) factor, based on informant responses. Weights were assigned to each factor based on its importance, while ratings reflected the factor's performance or impact on the SeBuSe program. The final score for each factor was calculated by multiplying its weight by its rating, then summing and averaging to obtain the overall score. This analysis positions the SeBuSe program strategy in Quadrant I (Aggressive/Growth Strategy). This position indicates that the program has significant strengths and considerable opportunities to improve employee health and productivity at Pertamina Refinery Unit III Plaju. Based on the SWOT analysis, the findings are as follows:

1. Strengths

Based on interviews with program managers and participants, the main strengths of the SeBuSe Program lie in strong management support, active employee participation, and adequate health and fitness facilities. The Head of the Human Resources Division emphasized that this program aligns with Pertamina's corporate health and safety policy, which prioritizes employee well-being as a key organizational objective. Program

participants added that structured physical training and regular health monitoring have helped improve work motivation and reduce physical fatigue in a heavy industrial environment. In addition, interviews with participants' spouses revealed strong family support for the program's continuity. They mentioned that employees' lifestyle changes have also influenced their families to adopt healthier habits, such as improved dietary patterns and engaging in exercise together. This family support serves as a vital social strength, enhancing the program's sustainability. Family support, identified as a major internal strength, was validated through multiple approaches. First, narrative frequency indicated that this theme consistently appeared across informants' responses, reflecting shared perceptions. Second, participants agreed on the importance of family involvement in supporting the success of the SeBuSe program. Third, this finding was reinforced through data triangulation, comparing responses from participants, program managers, and relevant supporting documents, ensuring the reliability and validity of the theme.

2. Weaknesses

The weaknesses identified from the interview results include disparities in participation levels across work units, limited availability of professional trainers, and the lack of an integrated data-based evaluation system. Some participants mentioned that rotating work schedules made it difficult for certain employees to attend all program sessions. In addition, program managers acknowledged the need to update evaluation methods to better adapt to individual needs, such as incorporating digital monitoring of nutrition intake and personal fitness levels.

3. Opportunities

Based on the Focus Group Discussion (FGD), the most significant external opportunities include government regulatory support for workplace wellness programs and the potential for cross-sector collaboration. The Health Office and sports training institutions have shown interest in collaborating to expand industrial health education initiatives. Furthermore, advancements in digital health technology offer great opportunities to implement app-based health monitoring systems that can support routine reporting and program effectiveness evaluation.

4. Threats

The identified threats include the potential long-term decline in participant commitment, as well as fluctuations in corporate policies that may affect program budget allocation. Several FGD participants also highlighted the risk of physical fatigue if exercise intensity is not adjusted to individual conditions, which could negatively impact productivity.

The first strategy, expanding reach and strengthening the program based on internal strengths (family support, cross-sector collaboration, and adequate facilities), aligns with the principles of organizational support and social connectedness within the Total Worker Health (TWH) framework. Social support from both family and coworkers has been proven to enhance motivation and adherence to healthy behaviors. Research by Gerald et al. (2024), shows that supervisor and family support directly contribute to improved work-life balance and employee mental health (12). Meanwhile, Virtanen and Steptoe (2025) emphasize that adequate workplace health facilities and cross-sector involvement enhance the effectiveness of workplace health interventions. These findings

reinforce that the internal strengthening strategy in this study is consistent with previous empirical evidence (13).

However, most previous studies have examined aspects such as social support or workplace facilities separately. This study fills that gap by integrating all three elements synergistically into a unified occupational health program model.

The second strategy, which focuses on optimizing external environmental opportunities through program innovation, health promotion, and policy support, is also relevant to the concept of environmental and policy supports within the Total Worker Health (TWH) framework. According to the Centers for Disease Control and Prevention (CDC 2024), the success of workplace health programs greatly depends on policy support and technology-based innovations that enable employees to access health services more broadly. Research by Lin et al. (2025), emphasizes that digital innovation and app-based health promotion enhance employee engagement and the effectiveness of interventions (14). Similarly Aschentrup et al. (2024), found that company policy support aligned with

health programs can reduce work-related stress and improve productivity (15).

These findings strengthen the direction of the proposed strategy. However, most of these studies were conducted in developed countries, whereas this research applies the principles of innovation and policy support to Indonesia's local industrial context, where occupational health policies are not yet fully integrated into human resource management systems. This adaptation represents a scientific contribution that distinguishes this study from previous research.

The third strategy, which focuses on strengthening coordination among stakeholders to expand the positive impact of the SeBuSe program, aligns with the system-level integration dimension of the Total Worker Health (TWH) theory. This approach emphasizes the importance of cross-sector collaboration and effective communication among various parties to achieve sustainable health outcomes. Research Alderwick, Hutchings, Mays N (2024) shows that cross-sector collaboration involving health institutions, social organizations, and workplaces can broaden public health impacts, although it

is often challenged by differences in structure and institutional priorities (16). Furthermore Williams et al. (2024), highlights that the success of cross-sector collaboration is influenced by both structural and relational factors, such as shared leadership and transparent communication (17).

Thus, the strategy proposed in this study is consistent with the theoretical and empirical foundations but emphasizes implementation, namely, multi-level coordination among management, health teams, families, and external partners through the SeBuSe program as an integrative model of occupational health.

Based on interviews with program managers, participants, and their spouses, the main strengths of the SeBuSe Program include strong management support, active employee participation, structured physical training, regular health monitoring, and family involvement. Employees reported improved work motivation and reduced physical fatigue from industrial work, while families noted lifestyle changes such as healthier diets and joint exercise. These findings highlight that the program not only addresses occupational health but also

leverages social support systems beyond the workplace.

This study extends the Total Worker Health (TWH) framework by demonstrating that integrating family engagement, aligning interventions with organizational priorities, and adapting health promotion to heavy industrial environments can enhance worker well-being and program sustainability in developing countries. In other words, the SeBuSe program exemplifies how TWH principles can be contextualized to local industrial settings, linking employee health, motivation, and productivity with broader social and organizational factors.

CONCLUSION AND RECOMMENDATION

The SWOT analysis positions the SeBuSe Program in Quadrant I (Aggressive/Growth Strategy), highlighting its dominant strengths and significant development opportunities. This indicates that the program has high potential in improving employee health and productivity at Pertamina Refinery Unit III Plaju. Its success depends on sustained management support, integration with Occupational Health and Safety (OHS) and Corporate Social Responsibility (CSR)

initiatives, innovative management through the Total Worker Health approach, active employee participation, and family involvement. These combined factors enhance program effectiveness and sustainability. Future research should explore cross-sector collaboration and socio-cultural influences, as well as assess the Total Worker Health strategy in other industrial contexts, providing more generalizable insights for comprehensive workplace health improvement in developing country settings.

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