

## ABSTRAK

Penelitian ini menganalisis pengaruh *HSE Management Standards* terhadap *job performance* melalui *Psychological distress* sebagai *mediator* menerapkan pendekatan *Six Sigma DMAIC* pada PT Spektrum Krisindo ElektriKA. Penelitian dilatarbelakangi tingginya tekanan psikologis karyawan (47% dengan skor GHQ-12  $\geq 12$ ). Desain *mixed-methods* explanatory sequential digunakan dengan survei terhadap 85 karyawan menggunakan HSE Indicator Tool, GHQ-12, dan IWPQ, dilengkapi wawancara mendalam 8 partisipan. Data diolah menggunakan Two-Stage PLS-SEM. Kerangka *DMAIC* diimplementasikan: *Define* (identifikasi masalah), *Measure* (pengukuran *baseline*), *Analyze* (pengujian dugaan dan *root cause analysis*), *Improve* (program penanganan), dan *Control* (mekanisme pemantauan). Hasil menunjukkan: (1) *HSE Management Standards* berpengaruh negatif signifikan terhadap *Psychological distress* ( $\beta = -0,642$ ;  $p < 0,001$ ;  $f^2 = 0,701$ ); (2) *Psychological distress* berpengaruh negatif signifikan terhadap *job performance* ( $\beta = -0,426$ ;  $p < 0,001$ ); (3) *HSE Management Standards* berpengaruh positif signifikan terhadap *job performance* ( $\beta = 0,366$ ;  $p = 0,001$ ); dan (4) *Psychological distress* memediasi secara partial (VAF = 42,9%). Model menjelaskan 63,9% varians *job performance*. Analisis akar penyebab mengidentifikasi dimensi *Demands* dan *Control* sebagai prioritas intervensi. Sembilan program penanganan dikembangkan berbasis kerangka 6M. Penelitian berkontribusi melalui integrasi *HSE Management Standards* dengan model JD-R dan *Six Sigma* serta peta jalan perbaikan kesejahteraan psikis karyawan industri kontraktor bidang kelistrikan Indonesia.

**Kata Kunci:** *HSE Management Standards*, *Psychological distress*, *job performance*, *Six Sigma DMAIC*, kontraktor bidang kelistrikan

## ABSTRACT

This study analyzes the influence of *HSE Management Standards* on *job performance* through *Psychological distress* as mediator using the Six Sigma DMAIC approach at PT Spektrum Krisindo ElektriKA. The research was motivated by high employee *Psychological distress* (47% with GHQ-12 scores  $\geq 12$ ). A mixed-methods explanatory sequential design was adopted, with a survey of 85 employees using HSE Indicator Tool, GHQ-12, and IWPQ, supplemented by in-depth interviews with 8 participants. Data were processed using Two-Stage PLS-SEM. The DMAIC framework was implemented: *Define* (problem identification), *Measure* (baseline measure), *Analyze* (hypothesis testing and root cause analysis), *Improve* (intervention programs), and *Control* (monitoring mechanisms). Results showed: (1) *HSE Management Standards* significantly negatively affects *Psychological distress* ( $\beta = -0.642$ ;  $p < 0.001$ ;  $f^2 = 0.701$ ); (2) *Psychological distress* significantly negatively affects *job performance* ( $\beta = -0.426$ ;  $p < 0.001$ ); (3) *HSE Management Standards* significantly positively affects *job performance* ( $\beta = 0.366$ ;  $p = 0.001$ ); and (4) *Psychological distress* partially mediates (VAF = 42.9%). The model explains 63.9% of *job performance* variance. *Root cause* analysis identified *Demands* and *Control* dimensions as intervention priorities. Nine intervention programs were developed based on the 6M framework. This study makes a contribution through the integration of *HSE Management Standards* with the JD-R model and Six Sigma, and offers a roadmap for enhancing psychological well-being in Indonesia's electrical contracting industry.

**Keywords:** *HSE Management Standards, Psychological distress, job performance, Six Sigma DMAIC, electrical contractor*