



The Influence Of Occupational Health And Safety (K3) On Employee Performance With Job Satisfaction As An Intervening Variable

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ABSTRACT

The success of human resource management is reflected in the performance of employees who are able to fulfill their responsibilities very well, so that the company can achieve the predetermined targets. The study aimed to determine and analyze the effect of Occupational Safety Health (K3) on employee performance with job satisfaction as an intervening variable study at PT Rolas Nusantara Medika Jember Regency. This research uses quantitative methods. The population studied in this study were employees of PT Rolas Nusantara Medika at 2 Hospitals, 5 Clinics and Head Office offices in Jember Regency, totaling 260 people and sampling using purposive sampling method. The analysis technique used SEM-PLS analysis with the help of Warp-PLS software. The results showed that Occupational Health and Safety (K3) had a positive and significant effect on job satisfaction and employee performance. Job satisfaction has a positive and significant effect on employee performance. Occupational Health and Safety (OHS) and organizational culture have a positive and significant effect on employee performance through job satisfaction.

INTRODUCTION

The increasing role of management in a company has resulted in increased attention to the importance of the human resource factor in the organization. Humans are one of the production factors that need special attention from the organization/company because humans are the driving force of company activities (Mustafa and Ratnawati, 2021). In company

operations, human resources have an important role. Therefore, it is necessary to manage human resources as valuable assets of the company in order to achieve effective and efficient performance. Employee performance that is able to optimize available resources can provide support for company growth. The work results obtained by company employees are called performance, either individually or in groups, based on the tasks and authority assigned by the company.

Occupational Health and Safety (K3) is an effort to create a safe, comfortable working atmosphere and to achieve the highest productive goals (Nasution, 2020). The company must maintain a policy of reducing the risk of work accidents through various Occupational Safety Health (K3) programs because empirically it makes a positive contribution to improving employee performance. Besides the Occupational Safety Health (K3) factor that can affect employee performance is organizational culture. Organizational culture is a set of assumptions or belief systems, values, and norms developed in an organization (Mangkunegara, 2020). In an organization, both public and private sector, organizational culture related to the values expressed in the mission and vision of the company is important to improve performance and encourage employee productivity (Fahmi, et al, 2021). An important factor affecting employee performance is employee job satisfaction. Job satisfaction is an attitude of workers towards their work related to satisfaction at work (Widodo, 2022). Because it involves attitudes, the notion of job satisfaction includes various things such as conditions and behavioral tendencies of a person. Satisfaction is not visible and tangible, but can be realized in a work result. One very important issue is to encourage employees to be more productive.

Table 1 Performance Realization of PT Rolas Nusantara Medika

	2020	2021	2022	2023	2024
Bor	63,48%	73,34%	76,39%	82,39%	96,30%
Avlos	3,46	3,68	3,10	2,89	2,85
Toi	1,62	1,20	0,77	0,53	0,10
Length of stay	60.598	63.706	76.554	84.903	60.206

Source: PT Rolas Nusantara M PT Rolas Nusantara Medika Jember Regency 2024

Table 1 shows that there are performance achievements that are still not optimal, this can be seen from several achievements that are not consistent in numbers, up and down and tend to decline. In this case, the Avlos achievement rate reached 2.85 and TOI decreased to 0.10, while the length of stay also fluctuated up to 60,206. The researcher's initial observation found that employees at PT Rolas Nusantara Medika were dissatisfied at work, this affected employee performance in the service. If employees are not satisfied at work, it will be characterized by decreased performance which will cause the service at work to be poor. This will reduce service satisfaction, so that the number of visits decreases which will result in company performance not being achieved. So this research was conducted to raise several factors that are assumed to be important in improving employee performance, especially in the application of Occupational Safety Health (K3), organizational culture and job satisfaction. Based on the background of the research that has been compiled, the researcher will develop research on the object of research at PT Rolas Nusantara Medika, which is a company engaged in health services in Jember Regency.

Empirical research examining the relationship between Occupational Health and Safety (OHS), and job satisfaction on performance has been widely conducted previously. However, there are still inconsistencies in research findings, thus providing a research gap which in turn is the basis for the importance of this study. Employee productivity is influenced by their health, thus it is expected that employee work productivity can increase to support the success of the company's business and achieve its business goals (Kartikasari and Swasto, 2019). This is based on previous research on Occupational Health and Safety (K3) has a close relationship to

performance is (Meutia, 2021; Podungge, et al, 2023; Qurbani and Selviyana, 2019; Mooy et al. 2023; Mutiara et al. 2024; Manda and Kusri, 2018). Different findings were obtained Deviana (2023) where work safety has no effect on improving employee performance. Employee job satisfaction is able to provide a role to influence employee performance which affects employee performance improvement (Assa, 2023). The results of research that supports the statement that job satisfaction has a positive and significant effect on employee performance are (Fifi, et. al, 2022; Priyono, 2020; Sutrisno et al. 2022; Assa, 2023; Styawati and Soedarmadi, 2021; Sitorus, 2021). However, research (Rohimah, Muniroh, Pertiwi, & Larassaty, 2023) and (Pragiwani, Alexandri, Maliki, & Muajalah, 2023) stated that job satisfaction does not affect employee performance. The relationship between satisfaction and health is that job satisfaction supports the level of physical and mental function and satisfaction itself is a sign of health. The levels of job satisfaction and health may be mutually reinforcing so that an increase in one can increase the other and vice versa one has a negative effect on the other (Qomariah, 2020). Factors affecting workplace safety in hospitals and other workplaces include management and coworkers, workplace characteristics and conditions, and employee characteristics (Wagner, et al, 2020). This is supported by research that states the influence of Occupational Safety Health (K3) with job satisfaction (Widodo, 2023; Rifdah, et al, 2022; Ligia et.al, 2023; Saputra & Mahaputra, 2022). Other research results that do not support there is no significant effect of job safety on job satisfaction (Istiqamah, et. al, 2022). In addition to Occupational Safety Health (K3) which can affect job satisfaction, organizational culture factors are habits that occur in organizations. This is based on research that there is an influence between organizational culture and job satisfaction (Dimas et al., 2023; Rustandi and Sutisna, 2022; P. Wulandari, 2020; C.H Dethan, et.al, 2023; Haholongan et al., 2023). However, research according to Sandy and Selamat Riadi (2023), stated that organizational culture has a positive and insignificant effect on employee job satisfaction.

Based on the phenomenon that occurs, the inconsistency of research results shows that Occupational Health and Safety (K3), employee performance, are the most important factors in the development of health and safety job satisfaction, so further research is very important to do. Thus this research can provide a more in-depth view and solutions that can improve employee performance in hospitals. On this basis, the researcher is intended to determine and analyze the effect of Occupational Safety Health (K3) employee performance with job satisfaction as an intervening variable study at PT Rolas Nusantara Medika Jember Regency.

LITERATURE REVIEW

Occupational Health and Safety (OHS) is closely related to employee performance, these two variables are able to influence employee performance and have a positive and significant influence. Work accidents and occupational diseases can be fatal for employees and companies. By implementing good Occupational Health and Safety (OHS), these risks can be minimized, thereby increasing productivity and performance efficiency (Tarwaka, 2019). Research that states the relationship between Occupational Health Safety (K3) and performance is (Meutia, 2021; Styawati and Soedarmadi, 2021; Deviana Suri, 2023; Pragiwani et al. 2023; Rohimah et al. 2023; Kartikasari and Swasto, 2019).

Job satisfaction is the attitude and behavior that workers show towards their jobs and do their jobs well. Improving company performance requires that all employees are satisfied with their jobs and can then work at full capacity for their company (Astuti, 2020). Satisfaction to work is fulfilled if the needs of employees in the organization are also met through their work (Didit et al. 2020). Other research shows that job satisfaction has a positive and significant effect on performance, (Sitorus, 2021; Pradipta, 2020; Fendy, et al. 2021; Fifi, 2022). This shows that the more satisfied employees are, the better employee performance will be.

There is research that states the effect of Occupational Safety Health (K3) on employee

performance with job satisfaction as an intervening variable (Istiqamah, et al, 2022; Rohimah et al, 2023). The results prove that there is a direct effect of occupational safety, occupational health, and significant positive job satisfaction on employee performance, and there is an indirect effect of occupational safety and occupational health through significant positive job satisfaction on employee performance (Styawati and Soedarmadi, 2021).

Job satisfaction is closely related to various factors that influence employee performance such as leadership, organizational culture and motivation. but in practice sometimes factors that affect job satisfaction get less attention from the organization or leader (Haryani, et al, 2022). Research supported by the positive and significant influence of organizational culture on employee performance through job satisfaction as an intervening variable (Fahmi, et al, 2021; Sandy and Selamat Riadi, 2023; Kanaf, et. al, 2023; Feri, et, al, 2020; Dems de Haan, et, al, 2022; Adhiguna and Hartono, 2023).

METHODS

This research uses quantitative methods. The population studied in this study were employees of PT Rolas Nusantara Medika at 2 Hospitals, 5 Clinics and *Head Office* offices in Jember Regency, totaling 762 people and sampling using purposive sampling method with a total of 260 respondents. The analysis technique used SEM -PLS analysis with the help of Warp-PLS software.

Table 2. Identification of Research Variable Measurements

No	Variable	Definision	Indicators
1	Occupational Health and Safety (OHS) (X ₁)	An idea and action to ensure the integrity and perfection both physically and spiritually of the workforce	a. Workload in accordance with workers' abilities b. Work capacity depends on education, skills, body size, nutritional condition c. Comfortable working environment
2	Job satisfaction (Z)	A worker's attitude towards his/her job which is related to satisfaction at work	a. Challenging work and skills b. Appropriate salary or wages c. Promotion d. Work location conditions e. Coworkers f. Job and personality fit
3	Employee performance (Y)	The results of work that have been achieved in completing the tasks and responsibilities given in a certain period	a. Quality of Work b. Work Quantity c. Time Utilization d. Attendance Rate e. Cooperation

RESULTS

Direct Effect Test Result

A summary of the direct effect of these variables can be seen in the following table.

Table 3. Direct Effect Test Result

Hypothesis	Path Coefficient	p Value	Results
Occupational Safety Health (X1) → Job Satisfaction (Z)	0,504	<0,001	H1 accepted
Occupational Safety Health (X1) → Employee Performance (Y)	0,277	<0,001	H2 accepted
Job Satisfaction (Z) → Employee Performance (Y)	0,667	<0,001	H3 accepted

Source: Data processed

The results of testing the direct effect show that Occupational Health and Safety (K3) has a positive and significant effect on job satisfaction at PT Rolas Nusantara Medika. This means that the better the Occupational Health and Safety at PT Rolas Nusantara Medika, the better the employee job satisfaction. Occupational Health and Safety (K3) has a positive and significant effect on employee performance at PT Rolas Nusantara Medika. This means that the better the Occupational Health and Safety (K3) at PT Rolas Nusantara Medika, the better the employee performance. Job satisfaction has a positive and significant effect on employee performance at PT Rolas Nusantara Medika, it is proven to be true or H_5 is accepted. This means that the better the job satisfaction, the better the employee performance at PT Rolas Nusantara Medika.

Indirect Effect Test Result

The indirect effect describes how the independent variable affects the dependent variable by involving the *mediating/intervening* variable. A summary of the indirect effects of these variables can be seen in the following table.

Table 4. Indirect Effect Test Result

Hypothesis	Path Coefficient	P-Value	Results
Occupational Safety Health (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0,336	<0,001	H4 accepted

Source: Data processed

The test results show that Occupational Health and Safety (OHS) has a positive and significant effect on employee performance through job satisfaction as an *intervening* variable at PT Rolas Nusantara Medika. Referring to these results, it can be stated that job satisfaction acts as an *intervening* variable in the relationship between Occupational Health and Safety (OHS) and employee performance.

Results of Coefficient of Determination Analysis (R²)

The test results related to the *R-square* value can be seen in Table 6.

Table 5.R-Square Value

Variable	Variable Name	R-square
Z	Job Satisfaction	0,655
Y	Employee Performance	0,826

Source: Data processed

Table 6 shows that the *R-square* value for the job satisfaction construct is 0.655 and the *R-square* value of the employee performance construct is 0.826. The *R-square* value for the job satisfaction construct of 0.655 means that 65.5% of the variability in changes in job satisfaction can be explained by the Occupational Health and Safety (OHS) and organizational culture variables, while the remaining 35.5% is explained by other variables outside the model studied. The *R-square* value for the employee performance construct of 0.826 means that 82.6% of the variability in changes in employee performance can be explained by the variables of Occupational Safety Health (OHS), organizational culture, and job satisfaction, while the remaining 18.6% is explained by other variables outside the model studied.

Hypothesis Recapitulation Results

Table 6.Recapitulation of Hypothesis Testing Results

No	Research Hypothesis	Results
1	Occupational Health and Safety (K3) has a positive and significant effect on job satisfaction at PT Rolas Nusantara Medika.	H1 accepted
2	Occupational Health and Safety (OHS) has a positive and significant effect on employee performance at PT Rolas Nusantara Medika	H2 accepted
3	Job satisfaction has a positive and significant effect on employee performance at PT Rolas Nusantara Medika	H3 accepted
4	Occupational Health and Safety (OHS) has a positive and significant effect on employee performance through job satisfaction as an intervening variable at PT Rolas Nusantara Medika.	H4 accepted

Source: Data processed

DISCUSSION

The Effect of Occupational Health and Safety (K3) on Job Satisfaction

The results showed that Occupational Safety Health has a positive and significant effect on Job Satisfaction. So that the hypothesis which states that Occupational Safety Health has a significant effect on Occupational Health and Safety (K3) has a positive and significant effect on job satisfaction at PT Rolas Nusantara Medika is proven to be true or H_1 is accepted. This means that the better the Occupational Safety Health (K3) at PT Rolas Nusantara Medika, the better the employee job satisfaction will be.

Occupational Safety Health (K3) is an effort to create a working atmosphere that The results of this study are in accordance with the results of research which states Occupational Safety Health (K3) has a positive effect on nurses' job satisfaction (Widodo, 2023; Rifdah, et al, 2022; Ligia et.al, 2023; Saputra & Mahaputra, 2022; Styawati and Soedarmadi, 2021). The conclusion is that there is a direct effect of occupational safety, occupational health, and significant positive job satisfaction on job satisfaction. The results in other studies do not support that there is no significant effect of work safety on job satisfaction (Istiqamah, et. al, 2022).

The Effect of Occupational Safety Health (K3) on Employee Performance

The results showed that Occupational Safety Health (K3) has a positive and significant effect on employee performance. So that the hypothesis which states that Occupational Health and Safety (OHS) has a positive and significant effect on employee performance at PT Rolas Nusantara Medika is proven correct or H_3 is accepted. This means that the better the Occupational Safety Health (K3) at PT Rolas Nusantara Medika, the better the employee performance will be.

By implementing good Occupational Health and Safety (OHS), these risks can be minimized, thereby increasing productivity and performance efficiency (Tarwaka, 2019). The results support the findings of empirical research (Meutia, 2021; Dewi, 2021; Styawati and Soedarmadi, 2021; Pragiwani et al. 2023; Rohimah et al. 2023; Deviana, 2023; Kartikasari and Swasto, 2019) which states that the Occupational Safety Health (K3) program can create a sense of security and comfort for employees at work so that it can encourage employees to work more productively where if Occupational Safety Health (K3) is further improved it will further improve employee performance. The results of this study do not support the research findings Chandra & Anwar (2023) which states that work safety has no effect on improving employee performance. (Anggraeni et al. 2021); (Hasan et al. 2017); (Cahaya 2018) showed that perceived behavioral control has a positive and significant effect on tax compliant behavioral intentions.

The Effect of Job Satisfaction on Employee Performance

The results showed that job satisfaction has a positive and significant effect on employee performance. So that the hypothesis which states that job satisfaction has a positive and significant effect on employee performance at PT Rolas Nusantara Medika is proven to be true or H_5 is accepted. This means that the better the job satisfaction, the better the employee performance at PT Rolas Nusantara Medika.

Improving company performance requires that all employees are satisfied with their jobs and can then work at full capacity for their company (Astuti, 2020). Satisfaction to work is fulfilled if the needs of employees in the organization are also met through their work (Didit et al. 2020). The findings of this study support the findings of other empirical research which shows that job satisfaction has a positive and significant effect on performance, (Sitorus, 2021; Harahap & Tirtayasa, 2020; Pradipta, 2020; Fendy, et al. 2021; Fifi, 2022). This shows that the more satisfied employees are, the better employee performance will be. Job satisfaction is an important thing that a person must have at work. The findings of this study are not in line with the research findings (Rohimah et al., 2023), (Mujiono, Nursaid, Sanosra, & Qomariah, 2024) which states that

job satisfaction does not affect employee performance. In addition, there is also research that states job satisfaction has an insignificant effect on employee performance (Pragiwani et al., 2023).

The Effect of Occupational Safety Health (K3) on Employee Performance through Job Satisfaction as an Intervening Variable

The results showed that Occupational Health and Safety (K3) has a positive and significant effect on employee performance through job satisfaction as intervening. So that the hypothesis which states that Occupational Health and Safety (OHS) has a positive and significant effect on employee performance through job satisfaction as an intervening variable at PT Rolas Nusantara Medika is proven correct or H6 is accepted. It can be stated that job satisfaction acts as an intervening variable in the relationship between Occupational Health and Safety (OHS) and employee performance.

The results of this study support the research findings which state that there is an effect of Occupational Safety Health (K3) on employee performance with job satisfaction as an intervening variable (Istiqamah, et al, 2022; Rohimah et al, 2023). The results prove that there is a direct effect of occupational safety, occupational health, and significant positive job satisfaction on employee performance, and there is an indirect effect of occupational safety and occupational health through significant positive job satisfaction on employee performance (Styawati and Soedarmadi, 2021).

CONCLUSION

The research concluded that Occupational Health and Safety (OHS) has a positive and significant effect on job satisfaction and employee performance. Job satisfaction has a positive and significant effect on employee performance. Occupational Health and Safety (OHS) have a positive and significant effect on employee performance through job satisfaction.

The findings of this study provide practical implications, namely the agency, in this case PT Rolas Nusantara Medika, always pays attention to matters specifically related to Occupational Safety Health (K3). Regarding Occupational Safety Health (K3), the need to create a comfortable work environment supports work. Regarding the aspect of job satisfaction, it should encourage employees to have challenges at work. And, with regard to aspects of employee performance, it should encourage employees to have a quantity of work that is in accordance with the duties and functions of each employee.

While the theoretical implications, future research is recommended to use or add other variables such as transformational leadership, work behavior innovation, compensation system, reward, punishment, and others. So that better findings are obtained in explaining job satisfaction and employee performance.

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