

Analysis of The Effect of Health and Safety (K3) On Performance with Job Satisfaction as An Employee Intervening Variable

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ABSTRACT: Employee performance is one of the key factors for the company's success. Employees who have good performance can help the company achieve its goals more effectively and efficiently. This study aims to analyze the effect of occupational health and safety (K3) on employee performance by considering the level of job satisfaction at PT. Indocement Tunggal Prakarsa Tbk. The research method uses a quantitative approach with questionnaires as data collection instruments. The collected data is then analyzed using regression tests using the SPSS program. The results showed that there was a significant positive influence between K3 on employee performance. In addition, there is a significant positive influence between K3 on job satisfaction. The results showed that safety, health and job satisfaction affect employee performance. In addition, work safety also affects employee job satisfaction. In addition, there is a significant influence of work safety on performance with satisfaction as an intervening variable. Later, occupational health was found to affect performance with job satisfaction as an intervening variable.

Keywords: health, safety, employment, job satisfaction

INTRODUCTION

Employee performance is one of the key factors for the company's success. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Wahab, 2021). Employees who have good performance can help the company achieve its goals more effectively and efficiently.

Along with the rapid growth and development of industry, this encourages the increasing use of machinery, work equipment and chemicals in the production process accompanied by the application of techniques and technology at various levels in all sectors of activity. This also means that it can pose a higher risk of workplace accidents and also an increase in the number of intensity sources of hazards in the workplace.

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Occupational safety and health is one of the protection efforts shown against all potential hazards, so that workers and others on site are always safe and healthy and all production resources can be used safely and efficiently. Occupational safety and health must really be applied in a company, supervision not only of machines but more importantly humans.

The International Labour Organization (ILO) reports that every year there are 2.2 million work-related deaths and 2.8 billion workers worldwide, with details of about 270 million occupational accidents and 335,000 of them died, while 160 million work-related diseases cause death. loss of about 4% of Global GDP, recording Global GDP of 30 trillion US dollars (ILO, 2018).

The existence of occupational safety and health basically aims to prevent and reduce the occurrence of work accidents and occupational diseases. In an effort to realize this goal, every workplace must meet the requirements of Occupational Safety and Health (K3) stipulated in Law No. 1 of 1970 and its implementing regulations. Efforts to protect workers in the form of personal protective equipment (PPE) are essentially efforts to improve the dignity and dignity of workers so that confidence arises to develop their abilities.

Research with the title: "Analysis of the Effect of Occupational Health and Safety (K3) on Employee Performance and Job Satisfaction" (Study at PT. Indocement Tunggal Prakarsa. Tbk). The theoretical implications of this study may complement the existing conceptual framework of how these

factors relate to each other in the specific context of manufacturing companies. This research can also be the basis for further in-depth research on the company's strategy in improving employee well-being and overall organizational performance. This study aims to analyze the effect of occupational health and safety (K3) on employee performance by considering the level of job satisfaction at PT. Indocement Tunggal Prakarsa Tbk.

RESEARCH METHODOLOGY

The research method uses a quantitative approach. Quantitative research methods are scientific approaches used to collect, analyze and interpret data in the form of numbers or quantitative variables. This approach is based on collecting structured and numerically measurable data, as well as using statistical analysis techniques to test hypotheses and look for relationships between the variables studied. Quantitative methods are often used to measure social phenomena, behaviors, or population characteristics in empirical studies (Priadana & Sunarsi, 2021). The data collection instrument in this study was a questionnaire. The population in this study is employees of PT. Indocement Tunggal Prakarsa Tbk, the number of samples in this study was 100 employees. The sampling technique used in this study is non-probability sampling. The collected data is then analyzed using regression tests using the SPSS program. Based on this, the researcher formulated the following hypothesis:

H1 : There is a significant effect of work safety on employee performance

H2: There is a significant effect of occupational health on employee performance

H3: There is a significant effect of occupational safety on employee job satisfaction.

H4 : There is a significant effect of work safety on employee performance and satisfaction

H5: There is a significant effect of job satisfaction on employee performance

H6: There is a significant effect of occupational safety on performance with satisfaction as an intervening variable

H7: There is a significant effect of occupational health on performance with job satisfaction as an intervening variable.

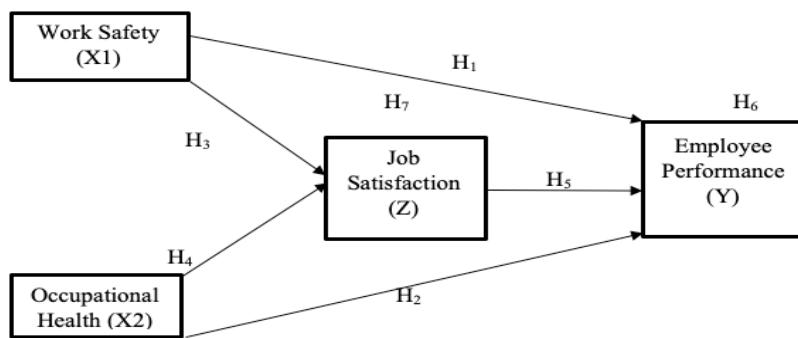


Figure 1. Research Framework

RESULT AND DISCUSSION

Test validity

Validity tests are used in research to measure whether or not a questionnaire is valid. A questionnaire is said to be valid if the question or statement can describe what will be measured (Ghozali, 2016).

The validity used in this study is the moment product correlation test or better known as the Pearson correlation. This study used the entire sample with the number (n) = 100, so the magnitude $df = 100 - 2 = 98$. With $\alpha = 0.5$ obtained r table of 0.1966. Here's a measure of the validity of each statement item for each variable in this study.

Table 1. Validity Test Occupational Safety and Health (K3) Variables

Indicator	Statement Item	r count	r table	Conclusion
Complete work equipment	1	0,640	0,1966	Legitimate
Age of work tools	2	0,618	0,1966	Legitimate
Quality of work equipment	3	0,556	0,1966	Legitimate
Employee discipline	4	0,630	0,1966	Legitimate
	5	0,586	0,1966	Legitimate
Spirit at work	6	0,586	0,1966	Legitimate

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Work motivation	7	0,665	0,1966	Legitimate
Leadership assertiveness	8	0,600	0,1966	Legitimate
	9	0,518	0,1966	Legitimate
supervision	10	0,595	0,1966	
	11	0,442	0,1966	Legitimate

Source: Primary data processed (2024)

Based on the table above, it shows that all statements on independent variables of occupational safety and occupational health are valid. It can be seen that the Pearson correlation value (r_{count}) > the r value of the table with the significance level of all statement items is at the level of 0.05.

Table 2. Test the validity of variable job satisfaction

Indicator	Statement Item	r_{count}	r_{table}	Conclusion
Amount of wages received	1	0,507	0,1966	Legitimate
Other benefits	2	0,645	0,1966	Legitimate
Interesting job	3	0,515	0,1966	Legitimate
Provide opportunities to learn	4	0,511	0,1966	Legitimate
	5	0,506	0,1966	Legitimate
Availability of opportunities for advancement	6	0,576	0,1966	Legitimate
Transparent promotion system	7	0,555	0,1966	Legitimate
Friendly attitude of co-workers	8	0,543	0,1966	Legitimate
Encourages attitude towards colleagues	9	0,539	0,1966	Legitimate
	10	0,595	0,1966	

Source: Primary data processed (2024)

Based on the table above shows that all statements on the independent variable Job Satisfaction are valid. It can be seen that the Pearson correlation value (r_{count}) > the r value of the table with the significance level of all statement items is at the level of 0.05.

Table 3. Employee Performance Validity Test

Indicator	Statement Item	r count	r table	Conclusion
Accuracy	1	0,483	0,1966	Legitimate
Accuracy	2	0,333	0,1966	Legitimate
Skills	3	0,464	0,1966	Legitimate
Cleanliness	4	0,371	0,1966	Legitimate
Work result	5	0,468	0,1966	Legitimate
Generated Output	6	0,475	0,1966	Legitimate
How Quickly to Get the Job Done	7	0,401	0,1966	Legitimate
Follow instructions	8	0,481	0,1966	Legitimate
Initiative	9	0,486	0,1966	Legitimate
Be careful	10	0,524		
Skill	11	0,420	0,1966	Legitimate
Attitude Toward the Company	12	472	0,1966	Legitimate
Attitude Toward Work	13	549	0,1966	Legitimate
Cooperation	14	484	0,1966	Legitimate

Source: Primary data processed (2024)

Based on the table above shows that all statements on the independent variable Employee Performance are valid. It can be seen that the Pearson correlation value (r count) > the r value of the table with the significance level of all statement items is at the level of 0.05.

Table 4 Reliability Test Results

Variable	Alpha	Value of Information	Comparison
Occupational Safety and Occupational Health	0,805	0,60	Reliable
Show	0,703	0,60	Reliable
Job satisfaction	0,705	0,60	Reliable

The table above shows that the variable has an alpha value greater than 0.60, this means that occupational safety and health questionnaires, employee

performance, job satisfaction can be declared reliable and can be used as a measuring tool in research.

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Regresi Test

Table 5 H1 Regression Results

Model	Non-standard coefficient		Standard Coefficient	T	signature.
	B	Std. Error	Beta		
1 (Constant)	2.634	2.615		1.007	,316
Work safety	,521	,094	,488	5.538	<.001

A. Dependent Variable: Employee Performance

Based on table 1, the results of the regression test hypothesis 1 obtained the value of sig. From 0.001 to below 0.05. So it can be concluded that there is a significant influence between work safety and employee performance.

Table 6 H2 Regression Results

Model	Non-standard coefficient		Standard Coefficient	T	signature.
	B	Std. Error	Beta		
1 (Constant)	5.178	1.485		3.486	<.001
Health Jobs	,463	,057	,632	8.065	<.001

A. Dependent Variables: Employee Performance

Based on table 2, the results of the regression test hypothesis 2 obtained the sig value. From 0.001 to below 0.05. So it can be concluded that there is a significant influence between occupational health and employee performance.

Table 7 H3 Regression Results

Model	Non-standard coefficient		Standard Coefficient	T	signature.
	B	Std. Error	Beta		
1 (Constant)	4.663	1.802		2.588	.011
Work safety	.311	,065	,437	4.806	<.001

A. Dependent Variables: Satisfaction_Work

Based on table 3, the results of the regression test hypothesis 3 obtained sig values. From 0.001 to below 0.05. So it can be concluded that there is a significant influence between work safety and employee job satisfaction.

Table 8. Regression Results H4

Model	Non-standard coefficient		Standard Coefficient	T	signature.
	B	Std. Error	Beta		
1 (Constant)	2.634	2.615		1.007	,316
Work safety	,521	,094	,488	5.538	<.001

A. Dependent Variables: Employee Performance

Table 9. Regression Results H4

Model		Non-standard coefficient		Standard Coefficient	T	signature.
		B	Std. Error	Beta		
1	(Constant)	4.663	1.802		2.588	.011
	Work safety	.311	,065	,437	4.806	<.001

A. Dependent Variable: Job Satisfaction

Based on tables 4 and 5, the results of the regression test hypothesis 4 obtain sig values. From 0.001 to below 0.05. So it can be concluded that work safety affects employee performance and job satisfaction.

Table 10. Regression Results H5

Model		Non-standard coefficient		Standard Coefficient	T	signature.
		B	Std. Error	Beta		
1	(Constant)	5.669	1.656		3.423	<.001
	Job satisfaction	,858	.124	,573	6.929	<.001

A. Dependent Variable: Employee Performance

Based on table 6, the results of the regression test hypothesis 5 obtained the value of sig. From 0.001 to below 0.05. So it can be concluded that there is a significant influence between job satisfaction and employee performance.

Table 11. H6 Regression Results

Model		Non-standard coefficient		Standard Coefficient	T	signature.
		B	Std. Error	Beta		
1	(Constant)	3.830	1.618		2.368	,020
	Work safety	,147	,066	,206	2.213	,029
	Employee performance	,316	,062	,473	5.086	<.001

A. Dependent Variable: Job Satisfaction

Based on table 7, the results of the regression test hypothesis 6 obtained the sig value. From 0.001 to below 0.05. So it can be concluded that there is a significant effect of work safety on performance with satisfaction as an intervening variable

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Table 12. Regression Results H7

Model		Non-standard coefficient		Standard Coefficient	T	signature.
		B	Std. Error	Beta		
1	(Constant)	4.429	1.020		4.341	<.001
	Health Jobs	.211	,048	,432	4.408	<.001
	Employee performance	,201	,065	,301	3.071	,003

A. Dependent Variable: Job Satisfaction

Based on table 7, the results of the regression test hypothesis 6 obtained the sig value. From 0.001 to below 0.05. So it can be concluded that there is a significant influence between occupational health on performance and satisfaction as an intervention variable.

Work Safety Has a Significant Effect on Employee Performance

Based on research findings, it is concluded that work safety has an important influence on employee performance. This is in line with research conducted by (Kim et al., 2016) which shows that work safety has a significant influence on employee performance.

Employees are valuable assets for companies that play an active role in designing and solving strategic problems and are responsible for achieving company goals. If employees are less active, then the existence of sophisticated tools in the company becomes ineffective (Hudin & Budiani, 2021).

The concept of occupational safety and health (K3) is an important concept in the implementation of work procedures that aim to ensure the safety and physical and mental welfare of workers. K3 is an effort to ensure the integrity and welfare of employees as a

whole, with the aim of maintaining safety, comfort, and productivity in order to achieve optimal health levels (Widyawati, 2020).

Performance is the result of a process that occurs within a certain time span and is measured based on agreement or predetermined conditions. Employee performance includes the quantity and quality of work carried out in accordance with the responsibilities given within a certain period of time (RIKO, 2023). Good performance of employees contributes to the improvement of company performance, while poor performance can have the opposite impact. Therefore, companies need to ensure the performance of their employees is in accordance with the goals to be achieved. There are so many factors that affect employee performance, both from within (internal) and from outside (external) individuals (Syifaurrehman et al., 2022).

Work safety includes safety aspects related to various human work activities in various sectors such as industry, manufacturing, construction, and services. This includes the use of machinery, equipment, material handling, steam engine operation, use

of pressure vessels, work equipment, and processing of raw materials and workplaces, including working environment conditions and methods of carrying out work. Work safety also applies to service industries such as building cleaning services, transportation, and others (Dugan & Punnett, 2017).

Work safety has a very important influence on employee performance. When employees work in a safe environment free from the risk of injury or harm, they tend to be more focused and productive in carrying out their duties. Employees who feel protected and guarded by good safety policies and procedures will be more confident in carrying out their jobs efficiently and effectively. In addition, a safe work environment also reduces employees' stress and worry levels, allowing them to focus more on work and improve the overall quality of their work results.

Occupational Health Has a Significant Effect on Employee Performance

Research findings show that occupational health has a significant influence on employee performance. This finding is in line with research conducted by (Damayanti & Nirmalasari, 2019) which states that occupational safety and health have a significant influence on employee performance, with significance values of 0.003 and 0.002 respectively. To ensure optimal occupational safety and health, it is important for employees to comply with the regulations set by the company.

Occupational health in a company includes specialization in the field of health sciences and its application in practice, which includes an assessment of the factors that cause disease in the work environment and the company.

This evaluation is carried out through measurements whose results are used as a basis for taking corrective actions and preventing health problems in the environment. The goal is to protect workers and the community around the company from risks arising from work, and enable the achievement of optimal health levels (Purnomo et al., 2018).

The success of a business depends largely on the contribution of all employees involved in it. In this context, companies have the responsibility to monitor the performance of employees thoroughly to ensure that they have carried out their duties and obligations in accordance with expectations. Employee performance refers to work results that can be measured both quantitatively and qualitatively, obtained by an employee in accordance with his authority and responsibility in achieving organizational goals, both as individuals and as part of a team (Irawati & Novianti, 2022).

Occupational health has a significant influence on employee performance. When employees feel physically and spiritually healthy, they tend to be more energetic, focused, and productive in carrying out their duties. Employees who take good care of their health have lower absenteeism rates, as well as fewer health problems that can interfere with productivity. In addition, good health also contributes to increased emotional stability and happiness of employees, which ultimately increases the motivation and quality of their work. Therefore, investing in effective occupational wellness programs not only improves employee well-being, but also positively impacts the overall performance and success of the organization.

Occupational Safety Has a Significant Effect on Employee Job Satisfaction

The results showed that work safety has a significant influence on employee job satisfaction. This finding is in line with research conducted by (Kang, 2022) which confirms that occupational safety factors have a significant positive influence on the level of job satisfaction of PT employees. Indocement Tunggal Prakarsa Tbk.

The purpose of the Occupational Health and Safety (K3) Program is to prevent work accidents and protect workers in the work environment, improve work welfare and productivity, ensure the safety of every individual in the workplace, and maintain and use production assets safely. and efficient ways (Ngajilo et al., 2023). Supporting factors for this K3 program include the formation of a safety culture by using personal protective equipment while working, maintaining health through adequate rest and a healthy diet, so that employee productivity and health can be improved. To maintain and ensure a safe and healthy workplace, companies should conduct periodic inspections, identify potential hazards and risks in the work environment, and provide training to employees on prevention and handling measures in emergency situations (Claxton et al., 2022). Company management should give high priority to occupational safety and health in all aspects of its business activities to prevent accidents and occupational diseases that can harm both employees and the company (Odero, 2019).

Achieving job satisfaction has significance for both individuals and organizations. From an individual point

of view, job satisfaction is not only related to aspects of pleasure at work, but also affects the level of happiness and health. From an organizational point of view, employee job satisfaction is related to increasing productivity, implementing positive work behavior, controlling employee turnover rates, and improving overall performance (Sunarta, 2019).

Effective workplace safety has a significant impact on employee job satisfaction. When employees feel safe and secure at work, they tend to have higher levels of satisfaction because they can work without worrying about possible injury or harm (Alsadaan et al., 2023) It also creates a more stable and productive work environment, so employees can focus fully on their tasks without distractions or fear of accidents. Therefore, investing in workplace safety is not only for the physical benefit of employees, but also to improve psychological well-being and productivity in the workplace.

Work Safety Has a Significant Effect on Employee Performance and Job Satisfaction

From the results of the study, it was found that work safety has a significant effect on employee performance and job satisfaction. This finding is supported by research conducted by (Budiarty et al., 2023) which shows that occupational safety and occupational health have a significant influence on employee job satisfaction at PT. Indocement Tunggul Prakarsa Tbk.

Effective Occupational Safety and Health requires the proper use of personal protective equipment by all employees, including duty-appropriate work clothing, helmets, hair protection, masks, earmuffs, gloves, and shoes (West et al., 2021). The use of personal protective equipment aims to reduce the risk of work accidents during the production process. Although not all tasks require the use of personal protective equipment, companies and employees need to be aware of potential risks of accidents that may occur and ensure the use of appropriate equipment to protect employees from existing work risks (Reis et al., 2020).

Effective safety in the workplace can positively impact employee job satisfaction. When employees feel safe and secure in the work environment, they tend to feel more satisfied with their jobs because they can work without worrying about the risk of accidents or injuries. Although job satisfaction is individual and influenced by the value system that applies to each individual, these differences arise due to variations in individual characteristics. Employee job satisfaction is an important concern related to their work productivity, and

dissatisfaction is often associated with high job demands and high levels of complaints (da Silva & Amaral, 2019).

Effective workplace safety has a significant impact on employee performance and job satisfaction. When employees feel protected and safe in the work environment, they tend to work better because they can focus fully on their tasks without distractions or worries about accidents or injuries. In addition, the level of job satisfaction also increases due to the awareness of the protection provided by companies for their welfare, so as to create positive bonds between employees and companies and increase employee loyalty and retention (Parlar Kılıç et al., 2021). Therefore, investing in workplace safety is not only important for maintaining the physical well-being of employees, but also has a positive impact on the overall performance of the organization.

Job satisfaction has a significant effect on employee performance

The results showed that job satisfaction had a significant effect on employee performance. This finding is supported by (Azhari et al., 2021) who stated that job satisfaction has a positive effect on employee performance, although it is not significant at the Berau Regency Manpower and Transmigration Office. Please note that increasing employee job satisfaction can still be done to improve their performance.

Every member of the organization, from office to retirement, has a desire to fulfill his needs, aspirations, and potential. After going through the selection process, members plan career development, receive compensation, and interact socially within the organization. Job satisfaction, which

reflects a positive evaluation of the job, reinforces an individual's dedication and performance towards organizational goals. On the other hand, dissatisfaction with certain aspects of work can reduce one's motivation and work results, both in quantity and quality, which ultimately affects overall productivity and morale (Sunarta, 2019).

Job satisfaction has a significant influence on employee performance. When employees are satisfied with their work, they tend to be more motivated, dedicated, and committed to achieving company goals. Job satisfaction is also associated with high employee retention rates, which means organizations can retain a qualified and experienced workforce. In addition, satisfied employees tend to exhibit lower absenteeism rates and higher productivity levels because they feel emotionally connected to their work and feel valued by the company. Therefore, creating a work environment that prioritizes job satisfaction can be an effective strategy to improve employee performance and overall organizational productivity.

Work Safety Has a Significant Effect on Performance with Satisfaction as an Intervening Variable

Based on the results of the study, it was found that occupational health has a significant influence on employee performance, with job satisfaction as an intervening variable. These results are supported by research by (Atusingwize et al., 2019) which confirms that job satisfaction can be an intermediary that mediates a positive and significant relationship between occupational health and employee performance at PT. Indocement Tunggal Prakarsa Tbk.

Work safety includes safety aspects related to machinery, equipment, raw materials, processing processes, work areas, and the work environment, as well as the work methods used. In accordance with Law Number 1 of 1970, work safety aims to protect production resources by preventing accidents and occupational diseases, which in turn is expected to increase company efficiency and productivity (Dufour et al., 2020).

Performance is an indicator of success or failure in achieving goals that have been set by an organization. Sometimes, superiors or managers tend not to pay attention to performance except when the performance is very poor or the situation becomes chaotic. This attitude can result in organizations ignoring warning signs related to performance declines that may occur (Gilang et al., 2018). As a subjective measurement, the level of employee satisfaction does not have an absolute benchmark, so a method is needed to measure it. One approach to assessing employee satisfaction is to consider their views on aspects that affect the quality of work life (QWL). QWL aims to achieve optimal performance, high productivity, and optimal individual satisfaction and work environment (Jacob et al., 2017).

Performance is influenced by several things in an organization in achieving its goals, including occupational health and safety (K3), competence and work environment (Vimercati, 2022). Maximum performance can also be achieved with job satisfaction factors that mediate maximum performance. Workforce performance can be measured based on how much competence it has. It is very

important for the workforce to have competencies that are in accordance with their work and responsibilities in order to be able to obtain maximum performance, and obtain the goals planned by the organization (Kanaf et al., 2023).

Thus occupational safety has a significant influence on employee performance, with job satisfaction as an intervening variable. When companies pay enough attention to work safety, employees will feel more protected and safe in the work environment, which ultimately increases their satisfaction at work. High job satisfaction then leads to increased motivation, commitment and overall employee performance. This shows that job satisfaction acts as an intermediary that links work safety with employee performance, where efforts to improve work safety not only provide direct benefits in the form of physical well-being, but also have a positive impact on productivity and overall organizational performance through improving employee performance. job satisfaction.

Occupational Health Has a Significant Effect on Performance with Job Satisfaction as an Intervening Variable

The results showed that occupational health had a significant influence on performance, with job satisfaction as an intervening variable. Work safety is an effort to protect workers from the risk of injury related to job duties. Safety risks cover various aspects of the work environment, such as fire hazards, electricity, injuries, and so on. While occupational health refers to policies and practices that aim to maintain the physical, mental, and social health of workers in order to work

optimally. Employee performance reflects the quality and quantity of work performed, which is influenced by various individual factors. Good performance has an impact on productivity and achieving company goals. Instead, job satisfaction is an emotional evaluation of work that includes various indicators, such as salary, type of work, relationships with coworkers and superiors, promotion opportunities, and working environment conditions (Arifin et al., 2023) (Herrera-Sánchez et al., 2017).

Occupational health has a significant influence on employee performance, with job satisfaction as an intervening variable. When companies prioritize the occupational health of their employees by providing a safe work environment, supporting physical and mental health, employees tend to feel more satisfied with their work. High job satisfaction then motivates employees to work better, increases commitment to the company, and reduces absenteeism. Thus, job satisfaction serves as an intermediary that links occupational health with employee performance, demonstrating that investment in occupational health is not only directly beneficial in terms of employee well-being, but also positively impacts overall organizational performance through increased job satisfaction.

CONCLUSION

The results showed that safety, health and job satisfaction have a significant influence on employee performance. In addition, work safety also affects employee job satisfaction. Furthermore, there is a significant influence of work safety on employee performance, where job satisfaction acts

as an intervening variable. In addition, occupational health was also found to have an influence on employee performance, with job satisfaction as an intervening variable. Thus, safety, health, and job satisfaction are important factors that affect employee performance, and job satisfaction acts as a mediator between occupational safety and performance, as well as between occupational health and performance.

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