

# CHAPTER I

## INTRODUCTION

### 1.1 Background

In an era of globalization that demands rapid organizational growth, human resources play a vital role in organizational success. Human resources are fundamental to the efficient operation of a corporation, as they coordinate and manage organizational activities through its workforce. The primary objective of human resource management is to improve work efficiency so that organizational goals can be achieved.

According to Sedarmayanti (2017: 2), human resources refer to the inherent capabilities of individuals, including cognitive, communicative, behavioral, and ethical competencies used in performing work tasks. To respond to changes in the business environment, organizations must ensure that employees continuously develop their skills through ongoing learning and evaluation. Therefore, human resources are a key factor in supporting the achievement of organizational objectives.

The Liquefied Petroleum Gas (LPG) Bulk Filling and Transportation Station (SPPBE) is a privately owned entity operating under the direct supervision of PT Pertamina. Its main activities include transporting large quantities of liquefied petroleum gas (LPG) and refilling LPG cylinders for distribution to PT Pertamina's authorized agents. The gas products supplied to the community are divided into two categories: PSO (Public Service Obligation) LPG, which is subsidized, and non-PSO LPG, which is non-subsidized. The primary responsibility of the company is to supply 3-kilogram LPG cylinders to meet the needs of the Watampone district.



Therefore, the company must ensure that the LPG distributed to the public meets standards of quality and measurement accuracy. Producing high-quality

products requires employees to have adequate knowledge, skills, and expertise.

Dessler (2017) defines employee performance as the results achieved by an individual in carrying out job duties and responsibilities in accordance with organizational standards. To improve employee performance, organizations must continuously monitor and evaluate it. Employee performance has a direct impact on the company's long-term sustainability and growth. Employees are more likely to experience job satisfaction and demonstrate higher performance when organizations provide a safe physical work environment and prioritize occupational health and safety practices.

Occupational Safety and Health (OSH) is particularly important for employees in the production sector, where work activities often involve a high risk of accidents due to direct physical contact with equipment and materials. One of the key factors influencing employee performance is the effective implementation of occupational safety and health measures within an organization. Employees' physical health has a significant impact on their job performance, as workplace accidents can directly affect their physical condition. In addition to physical risks, employees' psychological characteristics can also contribute to work-related stress.

Dessler (2017) explains that occupational safety and health refers to the policies and procedures designed to protect the safety and well-being of employees while performing their job duties, involving both employers and employees. Therefore, organizations must prioritize occupational safety and health practices. To reduce the risk of workplace accidents and disasters, companies should identify potential hazards and continuously improve employee safety and



conditions. Concerns related to workplace safety and health can affect  
performance, especially in jobs that require teamwork and close  
ion.

The company's efforts to prevent workplace accidents are critically important. These efforts include providing specialized safety training and ensuring that employees use appropriate personal protective equipment (PPE) while performing their duties. Workplace accidents that result in employee injuries can reduce performance due to immediate health impacts, ultimately leading to decreased productivity. Data from the Employment Social Security Agency (BPJS Ketenagakerjaan) recorded 169,000 occupational accidents across various sectors in 2022, which increased significantly to 370,000 cases in the same sectors in 2023.

Preliminary survey findings indicate that employees at PT Hastura Nazwa Utama experience heavy workloads, requiring them to work longer hours and complete additional tasks to achieve performance targets. This condition places pressure on employees and contributes to work-related stress. In addition, high noise levels in the production area present a serious concern, as they can cause discomfort, anxiety, and stress, potentially leading to health problems, particularly hearing impairment. Therefore, the company must promptly develop and implement strategies to reduce workplace noise levels. Another situation arises when employees are absent due to illness, which increases the workload for remaining staff. This condition forces employees to work harder and may lead to tension or conflict among coworkers.

Previous studies indicate that the implementation of effective occupational safety and health (OSH) measures is significantly associated with improved employee performance. Nahrgang, Morgeson, and Hofmann (2016) explain that occupational safety functions as a workplace resource that helps reduce job and psychological stress. When employees perceive their work environment as safe, levels of tension and fatigue decrease, leading to higher performance and work engagement. These findings suggest that occupational



safety and health not only prevent workplace accidents but also directly contribute to the quality of employee performance.

Stress refers to a condition in which individuals experience demands that exceed their capacity to cope. Mangkunegara (2011: 157) defines job stress as the feeling of pressure experienced by employees when they are faced with demanding work tasks. Employees who experience high levels of stress are more vulnerable to health problems, which can ultimately reduce performance quality. In this study, work stress is identified as arising from increased work pressure and high noise levels in the workplace. Job stress represents an individual response to various stressors that emerge from an imbalance between an employee's mental and physical capabilities. This condition places significant strain on employees, resulting in anxiety, tension, and worry, which in turn negatively affect their performance. Furthermore, work stress may be caused by excessive workloads, limited social or supervisory support, insufficient time to complete tasks, and unclear job responsibilities (Wartono, 2017).

Employees' psychological conditions reflect the level of stress they experience in the workplace. Work-related stress can reduce productivity and negatively affect job performance (Simanjuntak et al., 2021). Previous studies have shown a strong relationship between work stress and employee performance. Khuong and Yen (2016) found that work stress has both direct and indirect effects on employee performance. Excessive work stress can impair employees' ability to concentrate and make effective decisions, which ultimately leads to a decline in individual performance. Therefore, this study is entitled "The Influence of Occupational Safety and Health and Work Stress on Employee Performance at PT

Wazwa Utama SPPBE."



## 1.2 Problem Formulation

Based on the research background, the problem formulation in this study is as follows:

1. Does Occupational Safety and Health significantly influence employee performance at SPPBE PT. Hastura Nazwa Utama?
2. Does Work Stress significantly influence employee performance at SPPBE PT. Hastura Nazwa Utama?
3. Does Occupational Safety and Health and Work Stress simultaneously influence employee performance at SPPBE PT. Hastura Nazwa Utama?

## 1.3 Research Objectives

The objectives of this study are as follows:

1. To analyze the influence of Occupational Safety and Health on employee performance at SPPBE PT. Hastura Nazwa Utama.
2. To analyze the influence of work stress on employee performance at SPPBE PT. Hastura Nazwa Utama.
3. To determine the simultaneous influence of Occupational Safety and Health and Work Stress on employee performance at SPPBE PT. Hastura Nazwa Utama.

## 1.4 Benefits of Research

This research is expected to provide the following benefits:

### 1.4.1 Theoretical Benefits

This study is expected to enhance understanding and knowledge of the of occupational health and safety and work stress on employee nce. In addition, the findings of this research may serve as a reference for



future studies in the field of human resource management.

#### **1.4.2 Practical Benefits**

1. For the Company: Provides valuable information for PT Hastura Nazwa Utama to improve employee performance through effective management of Occupational Safety and Health and work stress.
2. For Employees: Provides insights for employees regarding factors that influence their performance, helping them better manage occupational safety and health and work-related stress.
3. For Researchers: Serves as reference material for further research on factors influencing employee performance.

#### **1.4.3 Policy Benefits**

1. For Companies: Policies based on the findings of this research can help companies improve employee performance by creating a healthier work environment that minimizes excessive occupational risks.
2. For Government and Regulators: This study provides input for local governments and relevant agencies in evaluating and strengthening employment policies, particularly in supervising and improving regulations related to Occupational Safety and Health in the Liquefied Petroleum Gas (LPG) industry sector.
3. For Employees: This research increases employee awareness of the importance of Occupational Safety and Health and supports better protection through policies that promote workplace safety. In addition, it encourages companies to implement more employee-oriented policies, including improved management of work-related stress, enabling employees to work more effectively and in better health.



## 1.5 Systematic Research

### CHAPTER I Introduction

This chapter contains the background, problem formulation, research objectives, research benefits, and writing systematics.

### CHAPTER II Literature Review

This chapter explains theories relevant to the research, including the concepts of Human Resources, Occupational Safety and Health, Work Stress, and Employee Performance, as well as previous studies that support it.

### CHAPTER III Conceptual Framework and Hypothesis

This chapter contains the conceptual framework and hypotheses used in the research.

### CHAPTER IV Research Method

This chapter describes the research methods used, including the type of research, population and sample, data collection techniques, and data analysis methods.

### CHAPTER V Results and Discussion

This chapter provides an overview of the research object, descriptive statistical analysis, data quality test results, hypothesis testing results, multiple linear regression analysis results, and a discussion.

### CHAPTER VI Closing

This chapter contains conclusions, recommendations, and limitations of the study.



## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Theoretical and Conceptual Review

This section explains theories relevant to the variables examined in this study, including occupational safety and health, work stress, and employee performance, beginning with an overview of human resource management theory.

#### 2.2 Human Resources Management

This section discusses the definition of human resource management as proposed by experts, as well as the objectives and functions of human resource management.

##### 2.2.1 Definition Human Resources Management

Human resource management is defined as a process that involves planning, organizing, directing, and controlling organizational activities in order to achieve organizational objectives. Mondy and Martocchio (2016) state that human resource management is the process of achieving organizational goals through the effective utilization of employees. Employees possess the competencies and expertise required to perform their roles and support organizational operations.

Furthermore, human resource management can be understood as a strategic approach to managing an organization's most valuable assets its employees who individually or collectively, as work teams, contribute to the achievement of organizational objectives (Kadek & FoEh, 2019). Ricardianto (2018) explains that Human Resource Management (HRM) is a discipline that focuses on the efficient and effective management of relationships and roles among individual human

resources, enabling organizations to achieve their objectives in collaboration with



employees and the wider community.

According to Sedarmayanti (2017), human resource management is based on three fundamental principles in addressing human-related issues within organizations.

1. Human resources are an organization's greatest asset because the human element largely determines its success.
2. Success is possible if the company's human-related policies, procedures, and regulations are interconnected and benefit all parties involved.
3. The company's organizational culture, values, and managerial behavior that originates from that culture will significantly influence achieving the best results.

Human Resource Management (HRM) is a strategic process that involves planning, organizing, directing, and managing human resources to achieve organizational objectives effectively and efficiently. HRM positions employees as the organization's most valuable asset, as they play a crucial role in determining organizational success.

Effective human resource management ensures that employees possess the competencies, skills, and work behaviors required to meet organizational needs. In addition, HRM promotes alignment between organizational policies, management practices, and corporate culture, thereby enhancing both individual and team performance. Consequently, proper implementation of HRM supports the sustainable achievement of organizational goals.

### **2.2.2 The Objective of Human Resource Management**



The aims of human resource management are varied, as they are mostly dependent upon the distinct goals of the company. Ajabar (2020) identifies four objectives of human resource management:

1. **Social Objectives:** The social objectives of human resource management encompass social and ethical accountability towards societal requirements and difficulties. Organizations must actively engage with society. Organizations will be effective if they engage in activities that fulfill societal demands. Society anticipates that an organization adheres to relevant laws and ethical standards.
2. **Organizational Objectives:** The organizational objectives of human resource management are the official aims of the organization established to facilitate the attainment of its goals.
3. **Functional Objectives:** The functional objectives of human resource management are to sustain the human resource department's contribution at a level commensurate with the organization's requirements.
4. **Personal Objectives:** The personal objectives of human resource management refer to the individual aspirations of each organizational member that are to be realized through their activities inside the organization.

## 2.2.2 The Functions of Human Resources Management

Human resource management plays a crucial role inside the firm, impacting both managerial and operational levels. Werner and DeSimone (2012) delineate the function of human resource management into two essential components: primary and supporting functions. The principal job pertains to personnel acquisition, retention, and advancement. The supporting function is directly associated with the assistance rendered to management activities, including necessary modifications to the organizational structure. This document details the activities associated with each primary and supporting function.



## 1. Main Functions

- a. Human resource planning predicts the need for human resources to support the organization's business activities. This activity must follow the direction of market goals and targets and be followed by development program plans.
- b. Equal employment opportunity: This activity ensures comfort between moral and legal responsibilities in the organization by anticipating discrimination in regulations, procedures, and practices. This includes decisions regarding recruitment activities, training, performance appraisals, and Compensation.
- c. Staffing, recruitment, and selection, namely the process of designing activities to identify potential applicants, including assessing applications and selecting them before making decisions for placement.
- d. Compensation and benefits are activities responsible for procuring and maintaining equality of remuneration in the structure, providing competitive benefits and incentives for the best performance.
- e. Employee relations (employee/labor relations) are activities that involve creating communication between employees to resolve problems or complaints. The union's role is also needed to maintain relationships and build communication between employees.
- f. Employee health, safety, and security are activities related to ensuring a decent work environment. To support this, various activities are prepared, such as training on work safety, healthy living programs, and employee assistance programs.
- . Human resource development is an activity that ensures the organization provides employee development programs that help



employees develop the skills and competencies needed in their current and future jobs.

## 2. Supporting Function

- a. Job design: This activity focuses on job design for all departments in the organization, including designing the types of jobs and the number of employees needed.
- b. Management and employee performance appraisal systems: This activity assesses work results for employee and organizational performance.
- c. Assessment and information systems: This activity concerns the human resource manager's information system, which supports decision-making in the human resource management field owned by the organization.

## 2.3 Occupational Safety and Health

This section will explain the definition of Occupational Safety and Health according to experts and discuss theories in this field.

### 2.3.1 Definition Occupational Safety and Health

Bangun (2012:377) defines occupational safety as the safeguarding of workers' physical and mental security within the workplace environment. Workforce protection encompasses various facets, one of which is health safeguarding. Occupational safety is to enable workers to execute their everyday tasks securely and enhance employee productivity.

Dessler (2017) contends that occupational safety and health (OSH) is an element of human resource management, aimed at protecting employees

from occupational dangers, including accidents, injuries, and work-related

The implementation of Occupational Safety and Health (OSH) is



conducted through policies, procedures, and work practices designed to create a safe and healthy work environment.

Mangkunegara (2009:159) defines safety as a secure condition for an individual to do their duties. The safe condition may arise from internal or external sources. The internal environment refers to an individual's capacity for self-protection, whereas the external environment denotes the threats originating from outside sources. Mangkunegara (2009:161) posits that safety and health encompass the considerations and endeavors aimed at safeguarding the integrity and well-being of both the physical and spiritual workforce, as well as humanity at large, ultimately contributing to a just and prosperous society through work and culture.

Ramli (2014) asserts that the OHS Management System constitutes a component of the overarching management system, encompassing elements such as planning, implementation, procedures, processes, organizational structures, responsibilities, and resources utilized for the ongoing development, evaluation, and maintenance of OHS policies. Consequently, occupational safety and health can be defined as a state devoid of the risk of workplace accidents for employees, particularly those engaged in production activities while fulfilling their duties, thereby fostering a secure and conducive work environment.

### **2.3.2 Factors Affecting Occupational Safety and Health**

Indahsah (2020) asserts that initiatives to guarantee worker protection are crucial for attaining optimal productivity, with occupational safety and the work environment as vital elements. Occupational safety and the work environment are



nt. Unregulated work settings can result in numerous possible hazards, ssing physical, chemical, biological, psychological, and physiological rich may lead to workplace accidents or occupational illnesses.

Consequently, the proper regulation of the work environment, in compliance with relevant rules and regulations, is essential to guarantee a safe and healthy workplace. Numerous government policies, in accordance with legal statutes and corporate regulations, as well as workplace environmental considerations, as outlined by Indahsah (2020), are as follows;

#### 1. Government Policy

- a. Job Creation Law (Law No. 11 of 2020) and its derivative Government Regulation No. 35 of 2021 emphasize the importance of OHS certification and streamline the reporting process for workplace accidents (Republic of Indonesia, 2020; 2021).
- b. Government Regulation No. 36 of 2021, which requires companies to provide OHS competency certification and conduct internal audits (Republic of Indonesia, 2021).
- c. Minister of Manpower Regulation No. 1 of 2022, which classifies work accident risks by sector and mandates the preparation of a Job Safety Analysis (JSA) and work accident record book (Ministry of Manpower RI, 2022).
- d. Minister of Manpower Regulation No. 3 of 2023 legalizes online OHS training (e-learning) and recognizes it as a requirement for business operations (Ministry of Manpower RI, 2023).
- e. Minister of Manpower Regulation No. 2 of 2024 mandates documentation and reporting of near-miss incidents using standardized formats (Ministry of Manpower RI, 2024).

#### 2. Company Policy



The need for the importance of occupational safety and health for the Company has not been a priority.

- b. The involvement of company leaders in occupational safety and health is generally still lacking.
- c. The implementation of occupational safety and health is generally still in companies with high potential hazards, such as in the oil and gas, petrochemical sectors, and foreign companies.
- d. The limited number of occupational safety and health supervisors in the Regency/City, both in terms of quantity and quality, is an obstacle to supervision carried out by the government.
- e. Law enforcement against violations of norms/regulations in the field of employment is still not optimal. Occupational safety and health policies manifest the commitment of top management, which includes the organization's vision and goals, commitment, and determination to implement occupational safety and health, framework, and work programs.

### 3. Work Environment Factors

- a. Physical Factors: Noise factors are sounds that are heard as a stimulus to the ear, and when the sound is not desired, it is stated as noise.
- b. Work climate: Work climate is a combination of work temperature, air humidity, air movement speed, and radiation temperature in a workplace. Human body temperature is always maintained almost constant/settled by a temperature regulator.
- c. Lighting: Lighting is one of the components that workers can use to work/observe objects being worked on clearly, quickly, comfortably, and safely.

Environmental Factors: Healthy workers are productive workers. The work environment greatly influences worker productivity because the environment is a process of activity/production.



- e. Psychological Factors: Psychology is a clear science that cannot be denied with empirical evidence. In general, it studies human behavior in a broad sense.

### 2.3.3 Occupational Safety and Health Indicators

According to Kasmir (2018) which can be identified as indicators that affect occupational safety and health are as follows:

- a. Worker conditions

Worker conditions are the health of individual workers who have maintained their fitness and enter the work environment in a ready state, not in a sick condition that can cause work-related diseases.

- b. Health service

Health Services are an anticipation carried out by the Company to overcome workers who are working in less-than-optimal or unhealthy conditions and to help workers if there is a work accident.

- c. Work environment

The work environment is a surrounding condition that is a space for workers to move, and it can be ensured that this work environment is safe by ensuring machine damage or protecting the environment from waste pollution that can interfere with workers' health

Mangkunegara (2017) expressed his opinion that there are indicators that affect occupational safety and health, namely:

- a. Condition of the work environment.
- b. Dangerous goods whose safety is not considered in terms of preparation and storage.

Workspace that is too crowded and difficult to move.

mproper disposal of waste.



- e. Use of work equipment.
- f. Expired and damaged safety or work equipment.
- g. Poor safety for electronic devices.

Mangkunegara (2016) provides an opinion on what indicators have the potential to affect occupational safety and health. Namely as follows:

1. Condition of the work environment

Placement and storage of dangerous goods are not considered for safety, resulting in a workspace that is too crowded and cramped.

2. Air conditioning

Lack of attention to air temperature conditions and poor air exchange in the Workspace, such as dusty, dirty Workspace and pungent odors.

3. Lighting settings

Use of minimal light sources and inadequate light settings in the workspace, resulting in a dim atmosphere in the workspace

4. Use of work equipment

Safety or work equipment that is worn out or damaged, and use of machines or other electronic devices without using good safety.

5. Physical and mental condition of employees

Physical and mental Conditions of employees include damage to the senses and unstable stamina. Unstable emotions of employees, fragile personalities of employees, weak way of thinking and perception ability, low work motivation, careless attitude of employees, lack of knowledge in using work facilities, especially work facilities that carry the risk of danger.



**ork Stress**

s section will explain the definition of work stress according to experts, h theories on work stress.

### 2.4.1 Definition of Work Stress

Siagian (2014) defines stress as a state of tension that influences an individual's emotions, cognitive processes, and physical health. According to Mangkunegara (2015), stress is a sensation of pressure encountered by employees in relation to their employment. Robbins (2006) posited that work stress, as defined by Robbins (2015), is an aversive psychological phenomenon that arises in reaction to pressure, shaped by individual variances and psychological mechanisms, resulting from excessive environmental stimuli and the necessity to adapt to circumstances that impose psychological and physical demands on an individual. Work stress is a condition characterized by pressure from occupational demands, leading to physical and psychological connections that might influence emotions, cognitive processes, and employee well-being. According to the aforementioned viewpoints, job stress is a condition when an individual endures pressure from their occupation, resulting in physical and psychological effects that can influence emotions, cognitive processes, and overall employee well-being.

### 2.4.2 Factors Affecting Work Stress

According to Robbins and Judge (2017), several factors cause stress at work, namely:

#### 1. Environmental Factors

Environmental uncertainty affects the design of organizational structures, and this condition also affects the level of stress of organizational employees.

There are several offers regarding environmental factors, namely:

##### a. Economic Uncertainty

Employee stress obtained by journalists around commodity costs tends to increase while employee income increases in relatively small



amounts. Employee stress is caused by their basic needs not being met.

b. Political Uncertainty

Stress in the workplace is often caused by bureaucracy related to work. Employees who see the threat of political change will feel stressed or worried.

c. Technological Uncertainty

New innovations can quickly make employee knowledge and experience obsolete. Therefore, spreading technology is the third type that can cause stress. Computers, robotics, automation, and various technological innovations are threats to many organizations that cause stress.

2. Organizational Factors

Stress can be caused by various things in an organization. Pressure to perform tasks accurately or on time, excessive workload, and pressure to avoid mistakes. So, these factors are based on task demands, role demands, interpersonal demands, organizational structure, organizational leadership, and organizational life level.

a. Task demands

Task demands are elements related to a person's job. These elements include the design of specific jobs, working conditions, and assembly line layouts that can put pressure on employees if the agreement is felt to be excessive. The potential for stress will increase if there is interdependence between one person's tasks and the tasks of others.

b. Role Demands



Role demands refer to the pressures placed on individuals as a result of the specific roles they have in the organization. Role conflict results in expectations that are very difficult to resolve or fulfill.

c. Interpersonal Demands

Interpersonal demands are pressures created by other employees who lack social support, colleagues, and poor personal relationships can cause significant stress, especially among employees with high social needs

3. Individual Factors

Individual factors can include factors in the employee's personal life, especially family problems, personal economic problems, and internal personality characteristics.

a. Family Problems

Families consistently show that people consider personal and family relationships to be valuable. Family relationship problems that cause stress to workers and affect their performance at work include marital problems, broken relationships, and child discipline problems.

b. Economic Problems

Economic problems are created by individuals who are overstretched. Employee doubt of resources is another personal device difficulty that can cause stress for employees on the job.

**2.4.3 Work Stress Indicators**

Rivai and Sagala (2013) define work stress as a state of tension that establishes a physical and psychological connection, influencing emotions, processes, and the overall condition of an employee. Excessive stress opardize an individual's capacity to navigate their surroundings.



Consequently, employees exhibit a range of stress symptoms that may impede their work effectiveness. Individuals experiencing stress may develop nervousness and chronic anxiety. They frequently exhibit irritability and aggression, unable to relax or display a cooperative demeanor. The indicators of occupational stress, as per Milbourn (2006), specifically:

1. Role Ambiguity

Role ambiguity occurs when there is no clear information about what a worker needs to be able to do their job; it can also be uncertain expectations.

2. Role Conflict

Role conflict occurs when a worker believes that the expectations and demands of two or more actors (such as superiors or customers) conflict with the desires of other actors.

3. Role Overload

Role workload is what happens when a worker feels that his role in carrying out tasks exceeds his abilities.

4. Time Availability

Availability of time is the time available to do work.

## 2.5 Employee Performance

This section will explain employee performance from several expert opinions.

### 2.5.1 Definition of Employee Performance

Bangun (2019) asserts that performance is the outcome of an individual's effort in relation to job specifications. According to Zainur (2010), performance



esses the complete work process of an individual, with the outcomes as a criterion for assessing the quality of the individual's work. Edison et ) assert that performance is the outcome of a process that is referenced

and quantified throughout a designated timeframe according to pre-established provisions or agreements. According to Sutrisno (2012), performance is the outcome produced by an individual or group within an organization, aligned with their designated authorities and responsibilities, aimed at achieving the organization's objectives legally and ethically. Performance is the outcome produced by an individual in executing their duties and responsibilities, hence impacting their contribution to the organization's success in attaining its objectives.

### 2.5.2 Factors Affecting Employee Performance

According to Kasmir (2019), several factors affect employee performance, including:

#### 1. Ability and Expertise

The ability or expertise possessed by employees influences the performance of a job. Employees who have better abilities and expertise will be able to complete their work according to what has been determined and will produce good performance.

#### 2. Knowledge

Employees who have good knowledge of their work will find it easier to do their work and can produce good work results.

#### 3. Work Design

A job that has a good design will make it easier for employees to carry out the work correctly and adequately. Basically, a job design is created to make it easier for employees to do their jobs.

#### 4. Personality

Everyone has a different personality. Someone who has a good personality will be able to do their work seriously and responsibly. Work that is done responsibly will also produce good performance.



## 5. Work Motivation

Work motivation is the drive for someone to do a job. If employees have a strong drive from within themselves or from outside themselves, then employees will be stimulated or motivated to do something well.

## 6. Leadership

Leadership is the behavior of a leader in organizing, managing, and ordering his subordinates to carry out a task and responsibility given to him. A good leader who protects, educates, and guides his subordinates will make employees feel happy and follow what their superiors order, which will undoubtedly improve the performance of his employees.

## 7. Leadership Style

Leadership style is the style or attitude of a leader in dealing with or ordering his subordinates. For example, the style or attitude of a democratic leader is undoubtedly different from the style of an authoritarian leader. In practice, this leadership style can be applied according to the conditions of the organization.

## 8. Organizational Culture

Organizational culture is a habit or norm that applies and is owned by an organization or company. Organizational culture regulates things that apply and are generally accepted and must be obeyed by all members of a company or organization. Employee compliance with or compliance with organizational culture will affect employee and organizational performance.

## 9. Job Satisfaction

Job satisfaction is a feeling of pleasure or a feeling of liking someone before I after doing a job. If employees feel happy or excited or like to work, then results of their work will be successful. Likewise, if someone is not happy



or excited and does not like their work, it will also affect the employee's work results.

#### 10. Work Environment

The work environment is the atmosphere or conditions around the workplace, which can be in the form of a room, layout, facilities and infrastructure, and work relationships between employees and other employees. A good work environment provides a comfortable atmosphere and peace so that employees can work well and improve their work results.

#### 11. Loyalty

Loyalty is the loyalty of employees to continue working and defending the company where they work. This loyalty is shown by continuing to work hard even though the company is in poor condition. Loyal employees can also be said to be employees who do not leak their company's secrets to other parties. Loyal employees will undoubtedly be able to maintain the rhythm of work without being disturbed by temptations from competitors. Loyalty will continue to build so that they continue to work better by feeling that the company is like their own.

#### 12. Commitment

Commitment is employee compliance with company policies or regulations. Commitment is also interpreted as employee compliance with the promises they have made. Complying with the promise or agreement makes them try to work well and feel guilty if they cannot keep the promise or agreement they have made. In the end, their compliance with the promise or agreement they have made will affect their performance.



ork Discipline

ork discipline is an employee's effort to carry out their work activities iously. In this case, work discipline can take the form of time, for example,

always coming to work on time. Then, discipline involves doing what is ordered according to the orders that must be done. Disciplined employees will affect performance.

### 2.5.3 Employee Performance Indicators

According to Edison et al. (2021), there are several performance indicators, as follows:

1. Target

The target is an indicator of the fulfillment of the number of goods, work, or amounts of money generated.

2. Quality

The quality of the results achieved is an important element because quality is a strength in maintaining customer satisfaction.

3. Completion time

Timely completion and/or delivery of work is certain. This is the capital to build customer trust. The definition of customer here also applies to services in other parts of the company/organization's internal scope.

4. Compliance

Not only must it meet targets, quality, and on time, but it must also be done in the right way, transparently, and accountable.

### 2.6 Review of Previous Research

Some previous studies related to this research are as in the table below:

**Table 2.1 Previous Research**

No	Researcher Name, Year and Title of Research	Research Method	Research Results
1.	Muhtadi, Mahfudiyanto (2023), Pengaruh Stres Kerja dan Keselamatan Dan Kesehatan Kerja Terhadap Kinerja Karyawan PT. Bama Entosa Kutai	<b>Independent Variables:</b> Stres Kerja (X1) Keselamatan dan Kesehatan kerja (X2) <b>Dependent Variables:</b> Kinerja Karyawan (Y) <b>Sample:</b> 42 Respondents	The results of this study indicate that work stress and Occupational Safety and Health have a simultaneous influence on employee performance.



No	Researcher Name, Year and Title of Research	Research Method	Research Results
	Kartanegara Kalimantan Timur	<b>Analysis Method:</b> Multiple Linear Regression Analysis	
2.	Maduningtias, Khoir, Tarwijo (2021), Pengaruh (Keselamatan dan Kesehatan Kerja) dan Stres Kerja Terhadap Kinerja Karyawan (Studi kasus pada PT. Ridar Essindo di Tangerang)	<b>Independent Variables:</b> Keselamatan dan Kesehatan kerja (X1) Stress Kerja (X2) <b>Dependent Variables:</b> Kinerja Karyawan (Y) <b>Sample:</b> 50 Respondents <b>Analysis Method:</b> Multiple Linear Regression Analysis	The results of the study show that occupational safety and health and work stress simultaneously influence employee performance.
3.	Kholilah, Karomah, Liswani, Fitantina (2022)  Pengaruh Pengembangan Karir, Stres Kerja, dan Kesehatan Keselamatan Kerja (K3) Terhadap Kinerja Karyawan PT. Musi Banyuasin Indah-Pom Sei Selabu	<b>Independent Variables:</b> Pengembangan Karir (X1) Stres Kerja (X2) Kesehatan dan Keselamatan Kerja (K3) (X3) <b>Dependent Variables:</b> Kinerja Karyawan (Y) <b>Sample:</b> 53 Respondents <b>Analysis Method:</b> Multiple Linear Regression Analysis	Research results show that (1) there is a significant influence between work stress and work safety on employee performance, and (2) there is no significant influence between career development and employee performance.
4.	Nihayati, Bahri, Pujiastuti, Yatiningrum (2021), The Importance of Work Stress and K3 (Occupational Health and Safety) in Assessing Employee Performance	<b>Independent Variables:</b> Work Stress (X1) K3 (Occupational Health and Safety) (X2) <b>Dependent Variables:</b> Employee Performance (Y) <b>Sample:</b> 73 Respondents <b>Analysis Method:</b> Multiple Linear Regression Analysis	Research results show that work stress and K3 (Occupational Health and Safety) significantly influence employee performance.
5.	Sutisna (2018), Pengaruh Keselamatan Kesehatan Kerja (K3) dan Stres Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada PT. Ridar Essindo di Tangerang)	<b>Independent Variables:</b> Keselamatan Kesehatan Kerja (K3) (X1) Stres Kerja (X2) <b>Dependent Variables:</b> Kinerja Karyawan (Y) <b>Sample:</b> 50 Respondents <b>Analysis Method:</b> Multiple Linear Regression Analysis	Based on this study, it is known that occupational safety and health (K3) has a significant positive influence on employee performance. Meanwhile, work stress has a positive but not significant influence on employee performance.
6.	Khuong, Yen, (2016), The Effects of Job Stress on Employee Job Performance in Service Industries	<b>Independent Variables:</b> Work Stress (X1) <b>Dependent Variables:</b> Employee Performance (Y) <b>Sample:</b> 300 Respondents <b>Analysis Method:</b> Quantitative research with survey and linear regression analysis.	Job stress has a negative and significant impact on employee performance. The higher the job stress, the lower the resulting performance.



No	Researcher Name, Year and Title of Research	Research Method	Research Results
7.	Segbenya, Yeboah (2022), Effect of Occupational Health and Safety on Employee Performance in the Ghanaian Construction Sector”	<b>Independent Variables:</b> Occupational Health and Safety (X1) <b>Dependent Variables:</b> Employee Performance (Y) <b>Sample:</b> 120 Respondents <b>Analysis Method:</b> Analysis Descriptive and Multiple Standard Regression	The research and discussion resulted in the conclusion that OHS policies in the construction sector in Ghana significantly affect employee performance.
8.	Nahrgang, Morgeson, Hofmann, (2016), Safety at Work and Employee Outcomes: The Role of Job Demands and Resources	<b>Independent Variables:</b> Occupational Health and Safety (X1) Job Demands (X2) <b>Dependent Variables:</b> Employee Outcomes (Y) <b>Analysis Method:</b> Meta-analysis dan quantitative analysis	Occupational safety has a positive effect on employee performance, while work stress has a negative effect. A safe work environment has been shown to reduce stress and improve performance.
9.	Inoue, Kawakami, Tsutsumi, et al, (2018), Job Stress, Occupational Safety, and Employee Performance	<b>Independent Variables:</b> Job Stress (X1) Occupational Health and Safety (X2) <b>Dependent Variables:</b> Employee Performance (Y) <b>Sample:</b> 2.000 Respondents <b>Analysis Method:</b> Quantitative research with surveys and multivariate analysis.	An unsafe work environment increases job stress and decreases performance. Conversely, good OHS implementation has been shown to improve employee performance.
10.	Fernandez, Montes, Vazquez, (2017), Safety Leadership, Risk Management, and Safety Performance	<b>Independent Variables:</b> Safety Management (X1) Risk Management (X2) <b>Dependent Variables:</b> Safety Performance (Y) <b>Sample:</b> 400 Respondents <b>Analysis Method:</b> Quantitative research dengan Structural Equation Modeling (SEM).	Implementing a good K3 system can reduce work stress and significantly improve employee performance.

