



DOI: <https://doi.org/10.31933/dijemss.v5i5>

Received: 22 May 2024, Revised: 8 June 2024, Publish: 9 June 2024

<https://creativecommons.org/licenses/by/4.0/>

The Influence of Occupational Safety and Health, Competence, and Perceived Organizational Support On The Performance of Production Employees

Salman Farid¹, Dudung Hadiwijaya², Priyo Susilo³

¹ Universitas Muhammdiyah Tangerang, Indonesia, salmanfrd5@gmail.com

² Universitas Muhammdiyah Tangerang, Indonesia, dhadiwijaya7@gmail.com

³ Universitas Muhammdiyah Tangerang, Indonesia, priyoapril9@gmail.com

Corresponding Author: salmanfrd5@gmail.com

Abstract: The purpose of this research is to determine the magnitude of the influence of the Implementation of Occupational Safety and Health, Employee Competence and Perception of Organizational Support on the Performance of Production Department Employees at PT. XXX. The method used is associative with a quantitative approach. The number of samples used was 73 people, with data analysis using multiple regression tests, coefficient of determination and hypothesis significance testing (t test) using SPSS V.25 software. The research results show that: Occupational Safety and Health has a positive and significant impact on Employee Performance Increasing the implementation of occupational safety and health in a company will enhance employee performance. Competence has a positive and significant impact on Employee Performance The better the competence possessed by employees, the higher their performance will be. Organizational Support Perception has a positive and significant impact on Employee Performance Organizational support has a positive impact on employee performance, meaning that the higher the support provided by the company or supervisors, the higher the performance achieved by employees. Occupational Safety and Health, Competence, and Organizational Support Perception as simultaeously have a positive and significant impact on Employee Performance Organizational.

Keywords: Occupational Safety and Health, Competence, Perceived Organizational Support, Employee Performance.

INTRODUCTION

The Role of Human Resources (HR) as Labor in the Process of Producing Goods or Services in a Company. The role of Human Resources desired by the company is one that demonstrates high performance. Employee performance is crucial to the overall success of a company, making it essential for business owners to have employees who can complete tasks effectively.

Currently, the performance of employees at PT. XXX, based on the results of employee performance evaluations at PT. XXX, can be seen in the following table:

Tabel 1. Employee Performance Target PT. XXX

Month	Actual Production	Target
Jan	531.456	700.000
Feb	466.534	700.000
Mar	499.418	700.000
Apr	310.697	700.000
May	412.102	700.000
Jun	557.868	700.000
Jul	435.105	700.000
August	471.436	700.000
Sept	535.795	700.000
Oct	544.887	700.000
Nov	588.607	700.000
Dec	423.519	700.000

Source: PT. XXX, Data Processed 2024

Based on the data above, the performance of production employees at PT. XXX, has not met the targets set by the company for the year 2023. The highest achievements were in July, with 557,868, and in November, with 588,607, while the lowest performance was in April, with 310,697.

To improve employee performance, the first factor that needs attention for workers at PT. XXX is the implementation of Occupational Safety and Health. This effort aims to create a healthy and safe work environment free from workplace accidents. By implementing Occupational Safety and Health, employees can avoid the risks of accidents and work-related illnesses. Moreover, Occupational Safety and Health implementation can enhance employee productivity. Healthy and safe employees are more productive and enthusiastic about their work. Implementing Occupational Safety and Health can improve employee performance (Fitri et al., 2023; Indra et al., 2023; Raihan & Amirulmukminin, 2023; Saputra et al., 2023; Suyatno & Pancasasti, 2023; Utama & Woestho, 2023).

Workplace accidents can hinder the production process and decrease employee performance. The following is the data on workplace accidents at PT. XXX, for the year 2023:

Tabel 2. Work Accident Data PT. XXX in 2023

No	Date	Division	Accident
1	2-Jan-2023	Delivery	Sprained right ankle
2	30-Jan-2023	Production	Right index and middle fingers
3	2-Feb-2023	Production	Severe injury to the right hand fingers
4	2-May-2023	Production	Injured left pinky finger
5	27-May-2023	Production	Cut on the upper lip
6	10-Jul-2023	Engineering	Injured left ring finger
7	14-Jul-2023	Production	Broken right index finger
8	19-Jul-2023	Marketing	Injured left shoulder
9	11-Aug-2023	Production	Injured right thumb
10	15-Aug-2023	Production	Injured right big toe
11	17-Sep-2023	Production	Cut on the top of the head
12	22-Sep-2023	Maintenance	Bruised left arm
13	26-Sep-2023	Production	Injured left middle and ring fingers
14	6-Nov-2023	Production	Cut on the top of the head
15	5-Dec-2023	Engineering	Injured right arm

Source: PT. XXX, Data Processed 2024

From Table 2 above, regarding workplace accident data, the number of workplace accidents was very high throughout 2023, with 15 cases from various departments. The highest accident rate frequently occurred in the production department, with 10 cases during the year. In the production process, employees use large, heavy machinery and equipment, leading to frequent accidents. This is largely due to a lack of awareness and compliance with the use of personal protective equipment (PPE) and proper machine operation according to SOPs, which should be well-supervised by management. Additionally, not only do workplace accidents occur, but also work-related illnesses, highlighting the need for attention to occupational health, which significantly affects the physical and mental condition of employees in performing their duties.

The second factor to consider in improving employee performance is employee competence in their work. Competence is essential for anyone in an organization. It plays a critical role, encompassing an individual's basic ability to perform a job. Without competence, it is difficult for someone to complete a job according to required standards, making competence a key factor in achieving excellent performance. Competence can significantly affect employee performance (Firmansyah & Yustini, 2023; Salvano et al., 2023; Ramli, 2018; Rojikinnor et al., 2023).

A phenomenon observed during preliminary research at PT. XXX, particularly in the production department, is frequent errors in the production process, such as mistakes in product packaging leading to defective goods, machine breakdowns hindering production, and failure to meet company targets. These issues are likely due to employees' low knowledge levels, with most production staff having only a high school education or equivalent. This likely affects their work capabilities, as a lack of education or training, such as specialized courses or job-related seminars, and low work experience (generally between five to ten years) contribute to the problem.

The third factor to consider in improving employee performance is perceived organizational support. Perceived Organizational Support refers to the extent to which employees believe their workplace values their contributions and cares about their well-being. When employees perceive high organizational support, their performance tends to improve, and vice versa (Pazetto et al., 2024; Sabir et al., 2022; Xiu et al., 2019).

The observations conducted at PT. XXX provided the following insights:

Tabel 3. Overview of Organizational Support di PT. XXX

No.	Statement	Frequency of Informant Responses			Informant
		Approp riate	Less Appropriate	Inapprop riate	
1	Employees are rewarded for work done beyond regular working hours.	9	11	5	30
2	The company consistently responds positively to its employees regarding any issues that arise.	5	20	5	30
3	The company demonstrates care for employees' hard work.	0	29	1	30
4	Infrastructure, facilities, machinery, and equipment support optimal work performance.	14	10	6	30

Source: Interview Results, Data Processed 2024.

Based on the description above, organizational commitment at PT. XXX is still relatively low. This can be seen in the provision of additional rewards for work done beyond regular hours, which is still inadequate for some employees. The company often fails to respond positively to its employees regarding various issues that arise, showing a lack of concern for employees' hard work.

Research on the impact of Occupational Safety and Health, Competence, and Organizational Support has been widely conducted previously, as seen in studies by (Fitri et al., 2023; Raihan & Amirulmukminin, 2023), which indicate that Occupational Safety and Health can significantly influence performance. However, a different perspective is presented by (Indra et al., 2023), stating that Occupational Safety and Health does not significantly impact employee performance. Additionally, studies by (Firmansyah & Yustini, 2023; Fitriatin & Yustini, 2023) show that competence and organizational support perception significantly affect performance, while (Salvano et al., 2023) suggests that competence does not significantly impact employee performance. Furthermore, (Rosid et al., 2024) indicates that Organizational Support Perception does not significantly affect employee performance.

From the above descriptions, it can be concluded that the implementation of Occupational Safety and Health, Competence, and Organizational Support Perception can influence employee performance, with varying results from several similar studies. Therefore, the author is interested in conducting research at PT. XXX, specifically in the production department, with the title: The Influence of Occupational Safety and Health, Competence, and Organizational Support Perception on Employee Performance in the Production Department of PT. XXX.

The research problems formulated in this study do the partially and simultaneously influence of Occupational Safety and Health, Competence, and Organisational Support Perception have an impact on employee performance?

METHOD

The method used in this study is an associative, causal approach with a quantitative method. The population for this research includes all employees at PT. XXX, totaling 270 in the production department. The sample taken consists of 73 respondents, using the Slovin sampling technique. The sampling technique used was simple random sampling. Data analysis in this research is assisted by using statistical software, namely SPSS V.25. The data analysis technique involves using Multiple Regression, which is a technique to determine the correlation between a criterion variable and a combination of two or more predictor variables. Before the data is processed for regression, a classical assumption test is carried out first to ensure that the data is suitable for regression testing. In this regression, prediction errors can be minimized by including other variables (factors) that influence the prediction. The general form of this moderation regression analysis is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

- \hat{Y} = Employee Performance Prediction
- X_1 = K3
- X_2 = Competency
- X_3 = Perception Organizational Support
- a = Constant Value
- ϵ = epsilon (Other factor doesn't analyze)

The next step involved conducting a coefficient of determination test to determine the percentage contribution of the simultaneous influence of independent variables on the dependent variable. The formula to calculate the coefficient of determination with three independent variables is:

$$KD = r^2 \times 100\%$$

RESULTS AND DISCUSSION

The validity test using Pearson Correlation for the Occupational Safety and Health instrument (X_1), Competence variable (X_2), Organizational Support (X_3) variable. Based on

the validity test results using the Pearson Correlation instrument for the Occupational Safety and Health variable (X1), which consists of 15 items from item 1 to 15, all items are valid because the correlation value (r) is greater than the critical r (0.300). The Competence variable (X2), which consists of 13 items from item 1 to 13, it shows that all items are valid because the correlation value (r) is greater than the critical r (0.300). The Organizational Support (X3) variable, which consists of 13 items from item 1 to 9, 11, 12, 13 are valid because the correlation value (r) is greater than the critical r (0.300). However, item 10 has an r value lower than the critical r, so item 10 is not valid and is eliminated. Therefore, the total number of items used for analysis is 12 questions.

Reliability testing in this research is conducted using the Cronbach's Alpha formula, and here are the test results using SPSS. In the reliability testing results for Occupational Safety and Health, Competence, Organizational Support Perception, and Employee Performance, it shows that the Cronbach's Alpha values have a reliability coefficient > 0.600.

Tabel 4. Reliability Test Results

Variabel	Cronbach Alpha	Keterangan
Work Safety	0,886	Highly Reliable
Competency	0,779	High Reliability
Organizational Support perception	0,651	High Reliability
Employee Performance	0,738	High Reliability

Source: Output SPSS, data processed, 2024

In the reliability testing results for Occupational Safety and Health, Competence, Organizational Support Perception, and Employee Performance, it shows that the Cronbach's Alpha values have a reliability coefficient > 0.600.

Table 5. Normality One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		73	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	3.67794761	
Most Extreme Differences	Absolute	.110	
	Positive	.065	
	Negative	-.110	
Test Statistic		.110	
Asymp. Sig. (2-tailed)		.028c	
Monte Carlo Sig. (2-tailed)	Sig.	.317d	
	99% Confidence Interval	Lower Bound	.305
		Upper Bound	.329

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 2000000.

Table 6. Multicollinearity Test

Coefficients ^a						Collinearity Statistics	
Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	14.770	3.632		4.066	.000	
	X1	.124	.059	.209	2.121	.038	.519

Table 6. Multicollinearity Test

Coefficientsa							
Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
X2	.339	.077	.461	4.393	.000	.459	2.180
X3	.319	.092	.285	3.461	.001	.744	1.344

a. Dependent Variable: Y

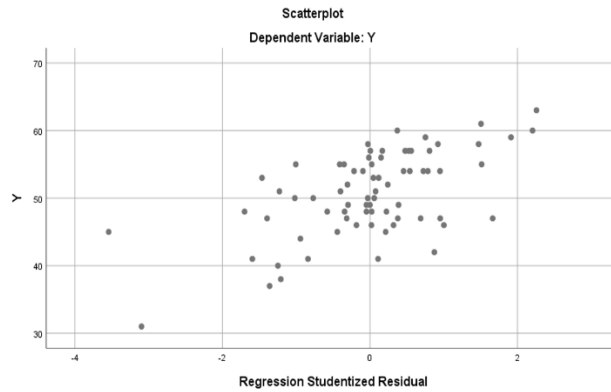


Figure 1. P-P Plot Results of Research Variables

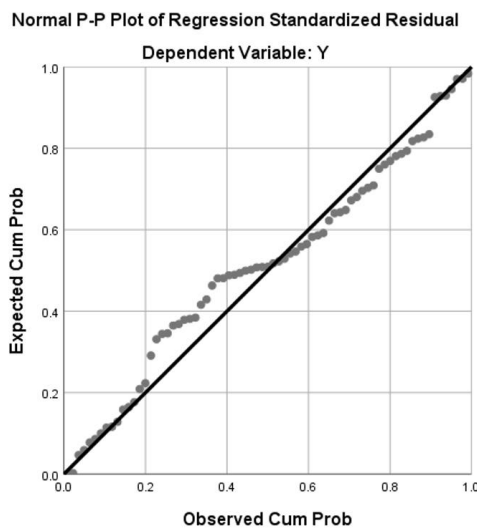


Figure 2. Scatter Plot of Research Variables

Based on the classical assumption test on research variables, it can be seen in Table 4. The Monto Carlo Normality Test produced 0.317. This shows that the research data is normal and can be continued. There is no multicollinearity in the research data, because the results of $VIF < 10$ and $Tolerance > 0.1 - < 1$ in Table 5. It can also be seen in Figures 1 and 2. There is no heteroscedasticity in the data, this can be shown that the data does not form a particular pattern and is evenly distributed.

Multiple regression is a regression model or prediction that involves more than one independent variable or predictor. Here are the output results from SPSS for multiple regression:

Tabel 7. Multiple Results Regression Testing of Employee Performance on Occupational Safety and Health (K3), Competence and Organizational Support

Coefficientsa				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	14.770	3.632		4.066	.000
	X1	.124	.059	.209	2.121	.038
	X2	.339	.077	.461	4.393	.000
	X3	.319	.092	.285	3.461	.001

a. Dependent Variable: Y

Source: Output SPSS, Research 2024

Table 8. Anova Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1816.144	3	605.381	42.888	.000b
	Residual	973.966	69	14.115		
	Total	2790.110	72			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

From the SPSS output above, the regression equation is obtained as follows: $Y = 14.779 + 0.124X1 + 0.339X2 + 0.319X3 + e$. Each coefficient value for the variables in the study has a positive direction, indicating that higher levels of occupational safety and health, competence, and organizational support perception will increase employee performance.

The research hypotheses can be outlined as follows:

1. The Impact of Occupational Safety and Health on Employee Performance From the SPSS output above, the coefficient value for Occupational Safety and Health is 0.124 (positive), with a significance value of $0.038 < 0.05$. Therefore, it can be concluded that Occupational Safety and Health significantly influences Employee Performance. By implementing Occupational Safety and Health practices, employees can avoid the risks of accidents and work-related illnesses. Additionally, OSH implementation can enhance employee productivity. Healthy and secure employees tend to be more productive and motivated in their work.
2. The Impact of Competence on Employee Performance on Employee Performance. The coefficient value for Competence is 0.339 (positive), with a significance value of $0.000 < 0.05$, indicating that Competence significantly influences Employee Performance. Competence refers to the ability to carry out a job based on knowledge, skills, and the right attitude towards work. The more someone performs the same tasks and gains experience, the more skilled and efficient they become in completing their work. Better employee competence leads to improved employee performance.
3. The Impact of Organizational Support Perception on Employee Performance. The coefficient value for Organizational Support Perception is 0.319 (positive), with a significance value of $0.001 < 0.05$, indicating that Organizational Support Perception significantly influences Employee Performance. Perceived Organizational Support refers to how the workplace affects employees' performance within the company or organizational environment. When employees perceive strong organizational support, their performance tends to improve, and vice versa. Perceived organizational support is a reciprocal relationship between the company and its employees. If employees have a positive perception of organizational support, they are motivated to do their best for the company.
4. The Impact of Occupational Safety and Health, Competence, and Organizational Support Perception as simultaneously on Employee Performance. This is proven by the calculated F test results of $42,888 >$ from F table 2,736. This shows that Occupational Safety and Health, Competence, and Organizational Support Perception simultaneously have a significant effect on Employee Performance. One of management's efforts to improve employee performance needs to pay attention to Occupational Safety and Health,

Competency and Organizational Support. By combining the variables Occupational Safety and Health, Competency and Organizational Support it can influence Employee Performance (Y).

The contribution of variable x to variable y is shown by the results of the Determination Test of 0.636. This indicates that Employee Performance is influenced by Occupational Safety and Health, Competence, and Organizational Support Perception by 63.6%, and 36.40% the rest is explained by variables outside the variables studied (Table 4.)

Table 9. Coefficient of Determination Test of Occupational Safety and Health (X1) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.807a	.651	.636	3.757

a. Predictors: (Constant), X3, X1, X2

Source: Output SPSS, Research 2024

CONCLUSION

- Occupational Safety and Health has a positive and significant impact on Employee Performance Increasing the implementation of occupational safety and health in a company will enhance employee performance. Every employee has the right to safety and health protection in the workplace. Occupational safety and health indicate safe or secure conditions free from suffering, damage, or losses, and work-related illnesses. Occupational safety and health need to be considered to improve job outcomes within the company, as this issue significantly affects employee safety and health in carrying out their duties.
- Competence has a positive and significant impact on Employee Performance The better the competence possessed by employees, the higher their performance will be. Competence is the ability to perform a job based on knowledge, skills, and supported by the right work attitude as required by the job. The more someone performs the same tasks frequently and extensively, the more skilled, agile, and experienced they become in completing tasks.
- Organizational Support Perception has a positive and significant impact on Employee Performance Organizational support has a positive impact on employee performance, meaning that the higher the support provided by the company or supervisors, the higher the performance achieved by employees. Employees who receive support from their supervisors or organization in problem-solving have a positive impact on their ability to complete tasks efficiently, resulting in faster task completion and ultimately, improved employee performance.
- Occupational Safety and Health, Competence, and Organizational Support Perception as simultaeously have a positive and significant impact on Employee Performance Organizational. So that employee performance can be improved, efforts that can be made are to implement occupational safety and health well, increase employee competence so as to increase knowledge, skills and a cooperative attitude at work, apart from that there needs to be good organizational support in accordance with employee expectations and needs.

REFERENCE

- Firmansyah, M., & Yustini, T. (2023). The Influence of Competence, Loyalty, and Collaboration on Employee Performance at PT PLN (Persero) Palembang Transmission Unit. *JIMEA: Jurnal Ilmiah MEA (Management, Economics, and Accounting)*, 7(3), 740–758.

- Fitri, H., Onan, S., & Siregar, M. (2023). The Effect of Occupational Safety and Health (OSH) and Training on Employee Performance (Study at PT PLN (Persero) Ulp Kotapinang). *Jurnal Administrasi Bisnis (JAB)*, 13(2), 91–98.
- Fitriatin, & Yustini, T. (2023). The Influence of Competence, Information Technology, and Work Environment on Employee Performance at PT. PLN (Persero) UID S2JB. *JIMEA: Jurnal Ilmiah MEA (Management, Economics, and Accounting)*, 7(3), 681–700.
- Indra, N., Dewi Sumaryana, F., & Abdulloh, M. S. (2023). The Influence of Occupational Safety and Health (OSH) on Employee Performance in the Livestock Production Facilities Division of the Tandangsari Multipurpose Cooperative. *Jurnal Ilmiah Akuntansi Dan Keuangan*, 5, 2023. <https://journal.ikopin.ac.id/index.php/fairvalue>
- Pazetto, C. F., Luiz, T. T., & Beuren, I. M. (2024). Empowering Leadership for Contextual Performance: Serial Mediation of Organizational Support and Commitment. *International Journal of Productivity and Performance Management*, 73(4), 1005–1026. <https://doi.org/10.1108/IJPPM-04-2022-0195>
- Raihan, A., & Amirulmukminin. (2023). The Effect of Workload and Occupational Safety and Health (OSH) on Employee Performance at the Dompu Regency Land Office. *SHARING: Journal of Islamic Economics, Management and Business*, 2(2), 115–122. <https://journal.universitaspahlawan.ac.id/index.php/sharing>
- Ramli, A. H. (2018). Compensation, Job Satisfaction, and Employee Performance in Health Services. *Business and Entrepreneurial Review*, 18(2).
- Rojikinnor, R., Gani, A. J. A., Saleh, C., & Amin, F. (2023). The Role of Compensation as a Determinant of Performance and Employee Job Satisfaction: A Study at PT Bank Rakyat Indonesia (Persero) Tbk. *Journal of Economic and Administrative Sciences*, 39(4), 943–956.
- Rosid, A., Muzdalifah, L., & Ilhama Qurratu'aini, N. (2024). The Influence of Perceived Organizational Support, Employee Engagement, and Work Motivation on Employee Performance. *GREENOMIKA*, 5(2), 198–205. <https://doi.org/10.55732/unu.gnk.2023.05.2.10>
- Sabir, I., Ali, I., Majid, M. B., Sabir, N., Mehmood, H., Rehman, A. U., & Nawaz, F. (2022). Impact of Perceived Organizational Support on Employee Performance in IT Firms – A Comparison Between Pakistan and Saudi Arabia. *International Journal of Organizational Analysis*, 30(3), 795–815. <https://doi.org/10.1108/IJOA-10-2019-1914>
- Salvano, D. P., Naadu, L. O., & Hara, T. M. (2023). The Influence of Competence and Motivation on Employee Performance at the BRI Branch Office in Bekasi City. *SOSAIN: Jurnal Sosial Dan Sains*, 3(2), 185–198. <http://sosains.greenvest.co.id>
- Saputra, A., Kusdiantoro, I., & Samsinar. (2023). The Effect of Occupational Safety and Health (OSH) and Work Environment on Employee Performance. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 10(2), 761–711.
- Suyatno, & Pancasasti, R. (2023). The Influence of Occupational Safety and Health on Employee Performance Mediated by Work Motivation at PT PIP. *Journal of Business and Behavioural Entrepreneurship*, 7(2), 74–84. <https://doi.org/10.21009/JOBBE.007.2.02>
- Utama, A. I., & Woestho, C. (2023). Analysis of Occupational Safety and Health (OSH) and Work Discipline on Employee Productivity at PT. Datascrip Pulo Gadung. *Jurnal Bisnis Dan Ekonomi*, 1(1), 100–116. <https://doi.org/10.61597/jbe-ogzrp.v1i1.7>
- Xiu, L., Dauner, K. N., & McIntosh, C. R. (2019). The Impact of Organizational Support for Employees' Health on Organizational Commitment, Intent to Remain, and Job Performance. *Evidence-Based HRM*, 7(3), 281–299. <https://doi.org/10.1108/EBHRM-10-2018-0062>