



**THE IMPACT OF OCCUPATIONAL HEALTH AND SAFETY (OHS) AND
COMPENSATION ON EMPLOYEE PERFORMANCE AT FUJI MANDIRI
PAVING BLOCK FACTORY, BOGOR**

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ABSTRACT

This study aims to analyze the effect of occupational health and safety (OHS) and compensation on employee performance at the Fuji Mandiri Paving Block Factory in Bogor, both partially and simultaneously. This study uses a saturated sample technique with 63 employees as respondents. Data were collected through primary and secondary sources, then analyzed using descriptive statistical tests, classical assumption tests, simple and multiple linear regression analysis, and hypothesis tests (t-test and F-test). The results of the study indicate that partially, OHS has a positive and significant effect on employee performance with a regression equation of $Y = 17.245 + 0.632X_1$ and a calculated t value of $3.374 > t$ table 1.67022 (sig. 0.001 < 0.05). Compensation also has a positive and significant effect with the equation $Y = 9.608 + 0.790X_2$ and a calculated t value of $6.602 > t$ table 1.67022 (sig. < 0.001 < 0.05). Simultaneously, K3 and compensation have a significant effect on employee performance with the equation $Y = 7.331 + 0.265 X_1 + 0.580 X_2$, correlation value of 0.861, determination coefficient of 74.2%, and F count value of $86.261 > F$ table 3.150 (sig. < 0.001 < 0.05).

Keywords: Occupational Health and Safety, Compensation, Employee Performance.**INTRODUCTION**

The modern business world is increasingly competitive, and competition between companies is increasingly fierce. Companies are under pressure to have a competitive advantage in terms of technology, manufactured goods, and human resources, which leads to this condition. The increasing number of companies offering goods and services, which forces them to compete with each other and increases the demand for reliable and high-quality workers, is evidence that competition accelerates economic growth.

These human resources are very important for the success of a business. Nowadays, to compete, any business must have better resources. Every company's operations are always focused on achieving the goals that have been set to maximize revenue and minimize operational costs. To achieve its goals, organizations need resources, including human resources, because organizations utilize competitive resources to achieve their intended goals. Employees who consistently participate actively in business operations are considered human resources in this context. This shows that the core of every business activity is its human resources. Employees of the organization must have high knowledge so that management activities can function properly.

Fuji Independent Factory Paving Block located in Bogor is a company that works in the procurement of goods and services, including the production of unique residential buildings utilized by a number of government and private organizations. With a focus on the

production, distribution, and consultation of unique properties, this organization hopes to establish itself as a reputable business partner. The company innovates systems and products in response to market demand and technological advances to achieve this goal. Employees of the organization are able to understand a number of rules that have been set by the company, thus helping to improve the quality of human resources. One way is to improve employee performance.

Achievement or work results of a person are defined as performance based on the quantity and quality achieved according to their responsibilities. Performance is influenced by several things. These include discipline, authority, effectiveness, and initiative. One of the main components that affect business progress is employee performance. If employee performance improves, business goals will be easier to achieve, but the company can collapse if employee performance declines.

Performance issues occurred at the Fuji Mandiri Paving Block Factory, namely the company's performance is not optimal, such as poor target fulfillment, task implementation that is not in accordance with procedures, and lack of achievements in the form of achievements so that it can be assessed that the performance in the company continues to decline and is less than optimal. The data shows performance based on observations at the Fuji Mandiri Paving Block Factory research site, as follows:

Table 1. Employee Performance Appraisal

No	Types of Performance Appraisal	2021	2022	2023
1	Doing Tasks Effectively	Good	Good	Not enough Good
2	Completion of Tasks in Accordance with Company Objectives	Good	Not enough Good	Not enough Good
3	Performing Tasks According to SOP	Good	Not enough Good	Not enough Good
4	Cooperation Between Employees	Good	Good	Good
5	Completing Tasks on Time	Good	Not enough Good	Not enough Good
6	Have Broad Knowledge	Good	Not enough Good	Not enough Good
7	Perform tasks according to job description	Good	Not enough Good	Not enough Good

Source: Data comes from Fuji Mandiri Factory Personnel

Based on table 1.1 in 2021 to 2023 shows that all performance assessments are considered good; however, in 2023, the assessment began to decline in completing tasks in accordance with company goals, carrying out tasks in accordance with Standard Operating Procedures (SOP), punctuality in completing tasks, broad knowledge and carrying out tasks in accordance with job descriptions. In 2022, it showed that all performance assessments were still classified as less than good, this was because the Health and Safety (K3) facilities provided had not been met by employees and the lack of compensation provided by the company, employees to work harder so that the level of employee performance at the Fuji Mandiri Paving Block Factory decreased.

If this is allowed to continue, there will be a loss of productivity, loss of employee communication, a decline in company performance, and the company's development can decline further or even go bankrupt. According to (Silaen et al., 2021). "Performance is the achievement of company goals, increased productivity, support for employee training and development programs, increased employee potential and performance, and improved relationships between leaders and subordinates."

Based on the problems above, the author provides general limitations, namely that quality, quantity, time of cooperation between employees, and supervision are very important to achieve optimal and effective performance.

The concrete manufacturing industry involves various physical activities and the use of machines that have the potential to pose health risks to workers. Therefore, a Standard Operating Procedure (SOP) for occupational health is needed which aims to ensure that workers work in healthy and safe conditions. This SOP is a guide for management and all workers to maintain and improve health in the workplace.

This Standard Operating Procedure (SOP) covers aspects of occupational health at the Fuji Mandiri Factory, including cleanliness of the work environment, namely as follows:

1. Maintain a clean work environment by routinely cleaning the work area and machines after use.
2. Ensure good air circulation through adequate ventilation.
3. Provide hygiene facilities such as clean toilets and trash bins.
4. Provide sufficient lighting in each work area.

The following is employee health data at the Fuji Mandiri Paving Block Factory in Bogor in 2021-2023:

Table 1.1
Fuji Mandiri Factory Employee Health Data 2021-2023

No	Name of Disease	Year			Total
		2021	2022	2023	
1	Muscle pain	3	2	1	6
2	Typhus	1	2	4	7
3	Chronic Obstructive Pulmonary Disease	0	0	1	1
4	Out of breath	0	1	1	2
Total		4	5	7	16

Source: Data comes from Fuji Mandiri Factory Personnel

Table 1.2 above shows that employee health data is still considered high and continues to increase every year. A total of four workers experienced health problems in 2021. In 2022, employees experiencing health problems increased by 5 people. And in 2023, there was another increase of 7 people experiencing health problems. With the high number of employees experiencing health problems, this has disrupted production activities and reduced employee performance levels.

In addition to health data, there is also employee accident data, these work accidents can also hamper the production process and cause losses to the company. Therefore, it is necessary to compile Clear Standard Operating Procedures (SOP) for work accidents to ensure the safety and comfort of all workers in the work environment, minimize the risk of work accidents, and improve performance. The following are the Standard Operating Procedures (SOP) for work accidents at the Fuji Mandiri Paving Block Bogor factory:

1. Use PPE when working such as helmets and gloves
2. Perform routine maintenance on the machine
3. Conduct routine checks on the condition of PPE and replace it if necessary.

The following is employee accident data. Fuji Mandiri Paving Block Factory 2021-2023:

Table 1.2
Employee Accident Data 2021-2023

No	Category Accident	Year			Total
		2021	2022	2023	
1	Light	0	2	3	5
2	Currently	0	1	1	2
3	Heavy	1	0	1	2
Total		1	3	5	9

Source: Data comes from Fuji Mandiri Factory Personnel

Table 1.3 above shows that the accident rate that occurred at the Fuji Mandiri Factory has increased every year. Where in 2021, 1 employee had an accident with a severe category. Then in 2022, employees who had accidents increased to 3 people. And the peak in 2023, the accident rate increased to 5 employees who had accidents. In the severe category, the accident that occurred was being hit by heavy equipment, in the moderate category, the accident that occurred was being scratched by work equipment, in the light category, the accident that occurred was the heat effect of cement. This happens because employees do not use PPE while working. Compensation is an additional component that affects employee performance.

Compensation is a form of appreciation given by a company to employees as wages for their services, which at times can be financial and non-financial. Compensation is one of the implementation of human resource management functions related to all types of awards. A good compensation system can provide satisfaction for employees. There are several factors that affect the amount of employee compensation, type of work, experience, government regulations, employee living costs, the company's ability to pay employee salaries and demands from labor unions.

The problem compensation in Fuji Mandiri Paving Block Factory Bogor is still considered less than good because the compensation payment given by the company is not in accordance with employee expectations where the salary, allowances and incentives received are still low and do not meet the standards set by the government so that many employees still complain about the compensation they receive from the company does not match their work results. Based on observations at the research site, there are still shortcomings in the types of compensation provided, including:

Table 1. Compensation Provision

No	Types of Compensation	2021	2022	2023
1	Wages	Does not meet the	Does not meet the	Does not meet the
2	Incentive	Does not meet the	Does not meet the	Does not meet the
3	Health insurance	Fulfil	Fulfil	Fulfil
4	Guarantee Employment	No Fulfil	Does not meet the	Does not meet the
5	THR (Holiday Allowance)	Fulfil	Fulfil	Fulfil

6	Overtime Pay	Fulfil	Fulfil	Does not meet the
7	Annual leave	Does not meet the	Does not meet the	Does not meet the

Source: Data comes from Fuji Mandiri Factory Personnel

Based on table 1.4 from 2021 to 2023, Overall, it shows that the compensation provided by the company has not met the expectations of employees, especially in terms of salary, incentives, employment insurance and annual leave, this is influenced by the policies set by the company.

If If this is allowed to continue, then the employees will no longer work well and the employee's work spirit will decrease, which will result in less than optimal work results because the salary received is not considered to meet the needs of the employees themselves, so that employees will feel uncomfortable and the company will lose competent employees. According to (Dunggio & Rosario, 2020) Compensation is something that employees receive in return for their service contributions to the company. In providing compensation to employees, the company must pay attention to the principles of justice (equity) and appropriateness so that it can reduce dissatisfaction and complaints from employees.

METHOD

In this study, the researcher used a quantitative research method. This method is based on the positivism paradigm, where the data collected is in the form of numbers that allow for objective measurement of relationships between variables (Sugiyono, 2018). Quantitative research aims to test hypotheses that have been formulated with statistical analysis, so that the results can be generalized to a wider population. The data in this study were analyzed using various statistical techniques, including validity tests, reliability tests, simple and multiple linear regression analysis, and hypothesis tests (t-test and F-test), to determine the relationship between occupational health and safety (K3) variables and compensation to employee performance. This research was conducted at the Fuji Mandiri Paving Block Bogor Factory, a company engaged in the construction industry located in Cibeuteung Muara, Ciseeng District, Bogor Regency, West Java 16120. The selection of this location was based on the relevance of the company to the variables studied. This research will last for six months, starting from June 2024 to February 2025, with stages including proposal preparation, primary and secondary data collection, data processing, analysis of results, and preparation of research reports. The research process is carried out systematically and in stages to ensure the accuracy of the data collected and the validity of the research results.

RESEARCH RESULT

1. Simple Linear Regression Analysis

According to (Sugiyono, 2017) the pattern that can be predicted by the dependent variable through the independent variable is determined using simple linear regression analysis. The results of this analysis are as follows:

Table 4.1
Results of Simple Linear Regression Analysis of X_1 Against Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.245	3.222		5.353	<,001
	X1	.632	.073	.745	8.713	<,001

a. Dependent Variable: Y

Source: Data processed by the author 2024

Based on table 4.14, the calculation results can be obtained by obtaining a simple linear regression equation as follows:

$$Y = 17.245 + 0.632$$

Information :

$$X_1 = K3$$

Y = Employee Performance If the value

X₁ = 0 will get Y = 17.245

This means that the value (a) or constant is 17.245. This value shows that currently K3 (X₁) has a value of zero or has not increased, so employee performance (Y) will remain at 17.245.

The regression coefficient value (b) is 0.632 (positive), which indicates a unidirectional influence, meaning that every increase K3 by one unit will increase performance by 0.632.

Table 4.2
Results of Simple Linear Regression Analysis of X₂ Against Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.608	3.043		3.158	.002
	X2	.790	.067	.832	11.734	<,001

a. Dependent Variable: Y

Source: Data processed by the author 2024

Based on table 4.15, the calculation results show the following simple linear regression equation:

$$Y = 9.608 + 0.790$$

Information :

$$X_2 = \text{Compensation}$$

Y = Employee performance

If the value X₂ = 0 we will get Y = 9.608

This means that the value (a) or constant is 9.608. This value shows that when compensation (X₂) has a value of zero or does not increase, employee performance (Y) will remain at 9.608.

The regression coefficient value (b) is 0.790 (positive), which indicates a unidirectional influence, meaning that every increase in the component...sasi by one unit then the performance will increase by 0.790.

2. Multiple Linear Regression Analysis

In the multiple linear regression equation with two independent variables is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

From this formula, it can be seen that Y is the predicted dependent variable, b0 is a constant, b1 and b2 are independent variables (Priyanto, 2016).

Table 4.3
Multiple Linear Regression Test Results

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	7.331	2.893		2.535	.014
	X1	.265	.079	.313	3.374	.001
	X2	.580	.088	.612	6.602	<.001

a. Dependent Variable: Y

Source:

Data processed by the author 2024

Based on table 4.16 in column *Unstandardized Coefficients* The equation function can be created as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 7.331 + 0.265 X_1 + 0.580 X_2$$

Explanation :

- Constant $a = 7.331$ can be concluded that, if the variables K3 (X_1) and Compensation (X_2) have a fixed value (constant) with no changes or increases, then the Employee Performance (Y) value is 7.331 units.
- Coefficient (b_1) = 0.265, it can be concluded that if the K3 variable (X_1) increases by one unit, the Employee Performance value (Y) will increase by 0.265 units.
- Coefficient (b_2) = 0.580, it can be concluded that if the Compensation variable (X_2) increases by one unit, the Employee Performance value (Y) will increase by 0.580 units.

3. Correlation Coefficient Analysis

The correlation coefficient test is used to measure the closeness of the relationship between variables. With the following coefficient intervals: 0.00–0.19 very low; 0.20–0.39 low; 0.40–0.59 moderate; 0.60–0.79 strong; 0.80–0.99 very strong; and 1.000 perfect, the results are as follows:

Table 4.4
Correlation Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.742	.733	2.54715

a. Predictors: (Constant), X2, X1

Source: Data processed by the author 2024

The results of the correlation coefficient test, the R value of 0.861, are shown in table 4.17. In accordance with the coefficient interval requirements, the results of the study show that the correlation coefficient is between 0.80 and 0.99, which indicates that there is a strong level of correlation between the two variables.

4. Coefficient of Determination

R² test according to (Ghozali 2017) said that this R² test basically evaluates the model's capacity to explain the variation of the dependent variable. The results of the determination coefficient are as follows:

a. Coefficient Determination (R²) of K3 (X₁) on Employee Performance (Y).

Table 4.5

Results of the Test of the Coefficient of Determination (R²) of X₁ Against Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.554	.547	3.31935

a. Predictors: (Constant), X1

Source: Data processed by the author 2024

Based on table 4.18, the R value is 0.745 and the Determination Coefficient (R Square) is 0.554, which means that the K3 variable (X₁) contributes 54.4% to employee performance (Y), while 56.6% is influenced by other factors not examined in this study.

b. Coefficient of Determination (R²) of Compensation (X₂) on Employee Performance (Y).

Table 4.6

Results of the Test of the Coefficient of Determination (R²) of X₂ Against Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.693	.688	2.75546

a. Predictors: (Constant), X2

Source: Data processed by the author 2024

The compensation variable (X₂) contributed 69.3% to employee performance (Y) with an R value of 0.832 and a determination coefficient (R Square) of 0.693, which indicates that other factors not examined in this study contributed 31.7%.

- c. Coefficient of Determination (R^2) of K3 (X_1) and Compensation (X_2) on Employee Performance (Y).

Table 4.7
Results of the Test of the Coefficient of Determination (R^2) of X_1 and X_2 Against Y

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.861a	.742	.733	2.54715	.742	86,261	2	60	<.001

a. Predictors: (Constant), X_2 , X_1

Source: Data processed by the author 2024

Based on table 4.20, it can be concluded that the variables K3 (X_1) and Compensation (X_2) contribute 74.2% to employee performance (Y), with a determination coefficient value of R Square of 0.742, or 74.2%. Other factors not examined in this study affect the remaining 26.8%.

4.2.5 Hypothesis Testing

1. T Hypothesis Test

The test aims to show how much influence one independent or explanatory variable specifically has on the variation of the dependent variable. The real level is $\alpha = 0.05$. Find the ttable value based on the following provisions:

$n = 63$ Number of samples

$\alpha = 5\%$ Significant level

$df = n - 2$ Degrees of freedom

$df = 63 - 2 = 61$

$t_{table}(\alpha, df)$

$t_{table}(5\%, 61) = 1.67022$ (based on t table)

Table 4.8
Partial Test Results (T-Test)

Coefficients ^a			
Model		t	Sig.
1	(Constant)	2.535	.014
	X_1	3.374	.001
	X_2	6.602	<.001

a. Dependent Variable: Y

Source: Data processed by the author 2024

The variables K3 (X_1), compensation (X_2) and employee performance (Y) each have t-value results, as shown in table 4.21:

- The significant value of the K3 variable (X_1) is 0.001, which is smaller than 0.05, which means that there is a significant positive influence between K3 (X_1) and Employee Performance (Y).
- The significant value of the Compensation variable (X_2) is <0.001, which is smaller than 0.05, which means that there is a significant positive influence between Compensation (X_2) and Employee Performance (Y).

According to the table above, the K3 variable has a t-value of 3.374, a significance value of 0.001, and a t-table value of 1.67022. Because the t-value is greater than the t-table (3.374 is greater than 1.67022), and the significance value is less than 0.05 (0.001 is less than 0.05), it can be concluded that compensation has a partial significant effect on employee performance.

MarkthitungThe Compensation variable is 6.602 and the significance value is <0.001 and the value t_{tabel} is 1.67022. Because the value $t_{hitung} > t_{tabel}$ ($6.602 > 1.67022$) and the significance value < 0.05 ($< 0.001 < 0.05$) then it can be concluded that compensation has a partial significant effect on employee performance.

2. Hypothesis (F Test)

The F test according to (Ghozali, 2017) is a simultaneous F test showing whether all independent variables or loads entered into the model have a joint influence on the dependent variable. The real level used is $\alpha = 0.05$. Finding the value f_{tabel} with the following conditions :

$n = 63$ Population size

$\alpha = 5\%$ Significant level

$df_1 = k$ Degree of freedom 1

$df_2 = n - k - 1$ 2nd degree of freedom

$df_2 = 63 - 2 - 1 = 60$

$f_{tabel}(\alpha, df_1, df_2)$

$f_{tabel}(5\%, 2, 57) = 3,150$ (based on table f)

Table 4.9

Simultaneous Test Results (F Test)

ANOVA ^a			
Model		F	Sig.
1	Regression	86.261	<.001 ^b
	Residual		
	Total		

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Based on the results of table 4.22, it can be seen that there is a value f_{hitung} of 86.261 and a significance value of <0.001 . Because $f_{hitung} > f_{tabel}$ ($86.261 > 3.150$) and the significance value < 0.05 ($< 0.001 < 0.05$) so that it can be concluded that the independent variables, namely K3 (X_1) and Compensation (X_2) together (simultaneously) have a significant effect on the Employee Performance variable (Y).

DISCUSSION

In this discussion, the results of the influence of K3 and Compensation on employee performance were analyzed partially and simultaneously.

4.3.1 The Influence of K3 on Employee Performance

The results of the statistical/partial test show that the significant value of 0.001 is less than 0.05. This study successfully proves the first hypothesis that "K3 has a positive and significant effect on employee performance." The research data supports this hypothesis.

4.3.2 The Influence of Compensation on Employee Performance

The multiple linear regression test of this study shows that the magnitude of the regression coefficient value of the compensation variable is positive, indicating that compensation is directly proportional or in the same direction as employee performance. The results of the t-test/partial statistical test also show that the coefficient value is less than 0.001

less than 0.05. Therefore, this evaluation shows the second hypothesis that the compensation variable affects employee performance.

4.3.3 The Influence of K3 and Compensation on Employee Performance

The results of the F test/Simultaneous Test show that the magnitude of the significant value in this study is $<0.001 < 0.05$. This shows that K3 and compensation have a positive and significant effect on employee performance simultaneously. The results of the Determination Coefficient Test (R^2) also show a value of 0.742, or 74.2%, which shows that K3 and compensation affect employee performance. Other factors outside this study include work discipline, job satisfaction, work stress variables, work environment, etc.

CONCLUSION

Based on the results of the study at the Fuji Mandiri Paving Block Factory in Bogor, it can be concluded that the variables of occupational health and safety (K3) and compensation have a positive and significant influence on employee performance, both partially and simultaneously. The results of the simple linear regression test show that K3 has a significant influence on employee performance with a regression coefficient of 0.632 and a calculated t value of $3.374 > t_{table} 1.67022$ (sig. $0.001 < 0.05$). Likewise, compensation has a positive influence with a regression coefficient of 0.874 and a calculated t value of $6.602 > t_{table} 1.67022$ (sig. $<0.001 < 0.05$), which means that every increase in compensation will increase employee performance. Simultaneously, K3 and compensation also have a significant effect on employee performance, as evidenced by the multiple linear regression value of $Y = 7.331 + 0.265 X_1 + 0.580 X_2$, a correlation value of 0.861, and a coefficient of determination of 74.2%, indicating that these two variables explain 74.2% of the variation in employee performance. The results of the F test show $F_{count} 86.261 > F_{table} 3.150$ (sig. $<0.001 < 0.05$), which further strengthens that K3 and compensation together have a strong influence on employee performance. However, this study has several limitations, such as only examining two variables without considering other factors that may affect employee performance, as well as constraints in data collection due to time constraints and inconsistencies in respondent answers. Therefore, further research is advised to consider other broader variables and improve data collection methods to be more accurate. In addition, companies can improve K3 aspects by increasing occupational safety training and facilities, improving employee welfare through fairer compensation, and developing skills development programs to increase employee productivity and work effectiveness.

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