

Impact of Occupational Safety and Health (K3) and compensation on employee performance: The role of organizational commitment

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Abstract

The purpose of this research is to analyze the impact of occupational safety and health (K3) and compensation with organizational commitment as mediation variable on employee performance. The study was conducted on contract daily employees at Dr. Suyoto Hospital Rehabilitation Center of the Ministry of Defense, Jakarta. This study used a quantitative sample of 68 employees using probability sampling technique. The data analysis technique used is path analysis using SPSS 29 software. The analysis used in this study includes validity test, reliability test, normality test, coefficient of determination test, f test, t test, and Sobel test to determine the mediating effect. The results of the study show that OSH (K3), compensation and organizational commitment have an effect on performance.

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Abstrak

Tujuan penelitian ini adalah menganalisis dampak keselamatan dan kesehatan kerja (K3) dan kompensasi dengan komitmen organisasi sebagai variabel mediasi terhadap kinerja karyawan. Penelitian dilakukan terhadap karyawan harian kontrak Rumah Sakit Dr. Suyoto Pusat Rehabilitasi Kementerian Pertahanan Jakarta. Penelitian ini menggunakan metode kuantitatif sampel 68 karyawan dengan teknik probability sampling. Teknik analisis data yang digunakan adalah path analysis menggunakan software SPSS 29. Analisis yang digunakan dalam penelitian ini diantaranya adalah uji validitas, uji reliabilitas, uji normalitas, uji koefisien determinasi, uji f, uji t, dan uji sobel untuk menentukan efek mediasi. Hasil penelitian menunjukkan bahwa K3, kompensasi dan komitmen organisasi berpengaruh terhadap kinerja.

Kata kunci: Keselamatan dan Kesehatan Kerja, Kompensasi, Kinerja, Komitmen Organisasi

Introduction

Health services are recognized as one of the human rights as guaranteed in Article 28H of the Constitution of the Republic of Indonesia Year 1945. As part of human rights, States have an important role in providing adequate health care facilities. The importance of the state's role in the provision of health facilities is reflected in the number of public hospitals under the central government and local governments which amounted to 1,026 or 40% of the total number of 2,522 hospitals throughout Indonesia (Kemenkes, 2021).

The provision of proper health services is an issue that has attracted great attention with the onset of the COVID-19 pandemic in 2020-2023. The COVID-19 pandemic has had a significant impact on the health service sector. Especially for government hospitals which are the backbone and frontline in fighting COVID-19. As the frontline in overcoming COVID-19, hospital employees face various risks related to occupational safety and health or commonly referred to as K3. According to (Enny, 2019) occupational safety and health (K3) is a condition of physical physiology and labor psychology caused by the work environment in the organization. In addition, with the onset of the COVID-19 pandemic, hospitals are experiencing pressure to be able to maximize their performance to be able to handle COVID-19 while still paying attention to health services for other diseases.

Concern to K3 in hospitals needs to be raised because K3 has an influence on employee performance (Saputra & KUSDARianto, 2023). In addition, adherence of K3 is a mandate from laws and regulations, namely Law Number 13 of 2003 on Manpower which affirms that every worker has the right to obtain protection for occupational safety and health. On the other hand, hospitals as a medical environment have their complexity because there is an increased risk of infection and high work pressure as risk factors that need attention. One of these challenges was experienced by Dr. Suyoto Hospital as a central government-owned hospital under the management of the Ministry of Defense which became one of the main referral hospitals for patients handling COVID-19. Associate Expert Health Advisor of Dr. Suyoto Hospital said that the high number of work accidents that occurred at the Hospital was one of them caused by the presence of the COVID-19 infectious disease.

In addition to experiencing challenges from the K3 aspect, hospitals also face challenges in terms of maintaining and increasing the motivation of their human resources to be able to carry out their duties as efficient as possible. Human resources in this case are a very crucial component for hospitals because they are planners and implementers in every organizational activity. One of the factors that influence motivation is the compensation given to employees (Supriyadi, 2021). Compensation in this case is related to fair and decent rewards or rewards to employees directly or indirectly, in financial and non-financial forms, (Fahraini & Syarif, 2022). Compensation affects

performance because if the compensation given by the company is fair and decent in accordance with the workload, employees will feel satisfied and eager to work, so that employee performance will increase and vice versa if the compensation given is not feasible and fair, employees will not feel satisfied and enthusiastic at work (Arifudin, 2019).

The optimum performance of the organization is also inseparable from the strong organizational commitment of each member of the organization. This also applies to hospitals as an organization that has the goal of providing health services. Organizational commitment is a condition that shows that employees have sided with the organization with clear goals as well as maintaining their desire to remain part of the organization and maintain order in the organization (Gabriella et al., 2019). Based on research by Angraini et al., (2021) employees who have high organizational commitment have better performance.

Based on the discussion above, there is an indication of a complex relationship between K3, compensation and organizational commitment to the performance of employees of an organization that needs to be further explored how each of these variables affects performance in the context of a hospital environment. Therefore, the formulation of the problem from this study is how the influence of K3, compensation and organizational commitment as intervening variables on the performance of daily contract employees of Dr. Suyoto Hospital? While the purpose of this study is to analyze the effect of K3, compensation and organizational commitment as intervening variables on the performance of daily contract employees of Dr. Suyoto Hospital. For academics this research is expected to be useful for the develop understanding of dynamic relationship between Occupational Safety and Health (K3), Compensation, Organizational Commitment and Performance. In addition, for hospital management practitioner this research is expected to contribute ideas on solution to improve hospital worker productivity and effectiveness.

Theoretical framework and hypotheses

Occupational safety and health is one of the important factors in improving employee performance, where performance will continue to increase if employees feel themselves safe and protected from various work accidents. In line with research by Hernilawati, et al. (2021) that the higher the occupational safety and health owned by the company, it will result in high performance. Compensation can also affect employee performance, according to Sri Reski Azikin (2019) Compensation is an award given by employees both directly and indirectly, financially and non-financially that is fair to employees for their contribution in achieving organizational goals, so that compensation is needed by any company to improve employee performance. In line with research conducted by Arifudin (2019) that compensation affects performance, if the compensation given by the company is fair and decent in accordance with the workload, employees will feel satisfied and eager to work, so that employee performance will increase. Based on this explanation, the first hypothesis is like this:

H1: There is an impact of occupational safety and health and compensation towards employee performance.

In addition to affecting employee performance, occupational safety and health and compensation also affect organizational commitment. The active involvement of company management to create occupational safety and health in the form of comfortable and safe working environment conditions, as well as the provision of good health services can encourage employees to continue to serve the company, and be emotionally attached to the company. According to Kurniawati and Hirawati (2022), the better the implementation of occupational safety and health, the higher the

commitment of the employee organization. According to Surya (2017) if the compensation given to employees both such as giving awards and others appropriately, fairly and appropriately, then employee commitment to their organization will be higher. In line with research conducted by Piartrini (2020), the results show that there is an influence between occupational safety and health and compensation on organizational commitment to the workforce of the Tabanan Regency environmental agency. Based on this explanation, the second hypothesis is like this:

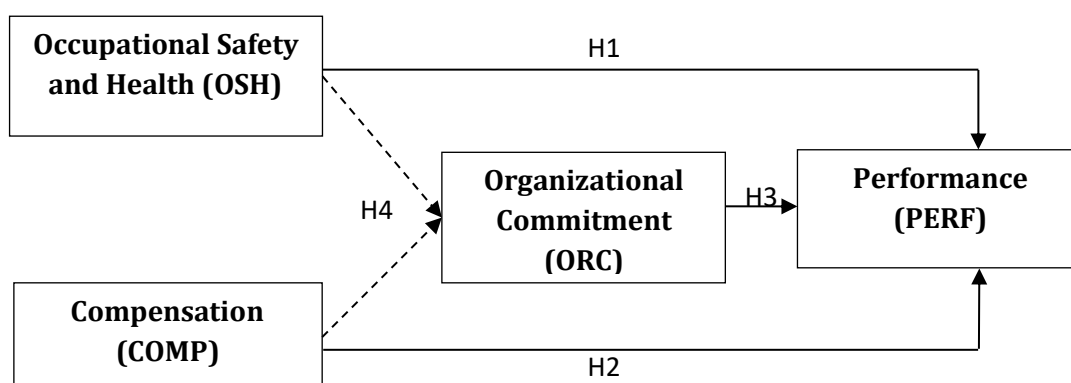
H2: There is an impact of occupational safety and health and compensation towards organizational commitment.

A clear and directed commitment is very necessary in a company to achieve company success. According to Imamoglu et al., (2019) organizational commitment is the state of an employee in siding with the organization with the aim and desire to maintain his or her membership in the organization. If employees do not have commitment to the organization, then employees will work indifferently, and will not be able to produce high performance, so they will leave the organization either out of their own awareness or be dismissed by the company. In this research there are three dimensions that form organizational commitment, namely the affective commitment, continuance commitment and normative commitment (Imamoglu et al., 2019). In line with research conducted by Cahyani (2020) the results show that there is an influence between organizational commitment to performance. Based on this explanation, the third hypothesis is like this:

H3: There is an impact of organizational commitment towards employee performance.

Organizational commitment becomes a mediating variable to see direct and indirect influences. Research conducted by Sentoso (2022) shows that there is an influence between occupational safety and health on performance mediated by organizational commitment. In addition, research conducted by Sumiatik (2021) shows that there is an influence between compensation on performance through organizational commitment. Based on this explanation, the fourth hypothesis is like this:

H4: There is an impact of occupational safety and health and compensation towards employee performance as mediated by organizational commitment.



Source: Data processed by Researchers

Figure 1
Conceptual Framework

Methods

Research design

This study uses a type of causality or causality research analysis, where this study aims to determine the relationship and influence between variables with other variables, which will be proven by the results of hypothesis testing. This research was conducted at Dr. Suyoto Hospital.

Population and samples

The population in this study focused on 210 contract daily employees of Dr. Suyoto Hospital, where the population was greater than 100 people, then the number of samples was determined based on calculations from the Slovin formula with a tolerated error rate of 10% resulting in a total sample of 68. Sampling in this study uses probability sampling techniques with the category of simple random sampling, namely according to Sugiyono, (2019) sampling techniques from populations that are carried out randomly without paying attention to the strata in that population.

Data analysis procedures

The data collection process in this study is primary data and secondary data. Primary data in this study was obtained from the process of distributing questionnaires in the form of Google Forms containing questions related to research variables. This study used a type of measurement, namely the Likert scale. Then, secondary data in this study was obtained from literature sources such as books and journals that have titles relevant to the study. The data analysis used in this study is quantitative which includes data quality tests (validity tests, reliability tests, and normality tests), path analysis, hypothesis tests (correlation coefficient tests), significance tests, and Sobel tests.

Variable measurement

In this study, occupational safety and health refers to the dimensions and indicators of Firmanzah (2017) which include the socio-psychological environment, physical work environment, medical work environment, labor health facilities, and labor health maintenance. Compensation refers to the dimensions and indicators of Tangkeallo and Salomba (2021) which include direct financial compensation, indirect financial compensation and non-financial compensation. Organizational commitment refers to the dimensions and indicators of Padave, et al. (2021) which include affective, continuous and normative commitment. While performance refers to the dimensions and indicators of (Afandi, 2018) which include work results, work behavior, and personal traits. The independent (exogenous) variables in this study are occupational safety and health and compensation. The dependent variable (endogenous) in this study is performance. The intervening variable used is organizational commitment.

Results and discussion

The reliability test result

The results of data processing in the reliability test table 1 below show that the Cronbach Alpha value for all statement items > 0.70. So it can be concluded that the statements in this questionnaire can be said to be reliable, all question items from the variables of occupational safety and health, compensation, organizational commitment, and performance are reliable and obtaining consistent data if the questions are asked again will produce relatively the same answer.

Table 1
Reliability Test Results

Variable	Cronbach Alpha	Criteria	N of Items	Information
Occupational Safety and Health	0,871	0,70	13	Reliabel
Compensation	0,854	0,70	14	Reliabel
Organizational Commitment	0,880	0,70	11	Reliabel
Performance	0,845	0,70	10	Reliabel

Source: Data processing, 2023

Table 2
Correlation Coefficient Test Results

Variable Relations	Sig	Correlation coefficient	Category
OSH against ORC	0,001	0,728	Strong
COMP against ORC	0,001	0,870	Very strong
OSH against PERF	0,001	0,703	Strong
COMP against PERF	0,001	0,927	Very strong
OSH against PERF	0,001	0,969	Very strong

Source: Data processing, 2023

Table 5
Test Results of Coefficient of Determination

Model	Variable Relations	R	R Square	Std. Error of the Estimate
1	Occupational safety and health and compensation against organizational commitment	0.882	0.777	1.726
2	Occupational safety and health and compensation against performance	0.985	0.971	0.449

Source: Data Processing, 2023

The results of data processing in the normality test table 2 above show the results of normality testing through the Kolomogorov-Smirnov test, it can be seen that the value of asymp.sig (2-tailed) structure 2 is $0.200 > 0.05$. So it can be concluded that the data in the equation of structure 2 are normally distributed.

Hypothesis test

The results of data processing in the correlation coefficient test table 3 bellow show that all variable relationships have a significant relationship. This occurs because the significant value < 0.05 . The results of data processing in table 5 bellow show that the line 1 analysis model with a value (R Square) of 0.777. This shows that there is an effect of occupational safety and health and

compensation on organizational commitment together by 77.7%, while the remaining 22.3% (obtained from 100% - 77.7%) may have other aspects that have an influence on organizational commitment.

The results of data processing in table 3 show that the line 2 analysis model with a value (R Square) of 0.971. This shows that there is an effect of occupational safety and health, compensation, and organizational commitment together by 97.1%, while the remaining 2.9% (obtained from 100% - 97.1%) may have other aspects that have an influence on performance.

Table 3

F, T, and Sobel Test Results

No	Sub structure	Variable	Sig Value	T-table	T-count	Information
1	Sub structure 1	K3	0,001	1,668	2,444	H _a Accepted
		COMP		1,668	8,506	H _a Accepted
2	Structure 2	K3	0,001	1,668	2,366	H _a Accepted
		COMP		1,668	8,267	H _a Accepted
		ORC		1,668	15,418	H _a Accepted
3	Sub Structure 1	OSH to PERF through ORC	0,001	1,668	2,863	H _a Accepted
4	Sub Structure 2	COMP to PERF through ORC	0,001	1,668	2,863	H _a Accepted

Source: Data processing, 2023

The results of data processing in test F Table 6 above show that the results of test F in substructure 1 and substructure 2 produce significance values smaller than the significance level. So it can be concluded that both substructures produce H_a acceptable, this shows that in substructure 1 there is a simultaneous influence between occupational safety and health variables and compensation on performance, and in substructure 2 there is a simultaneous influence between occupational safety and health variables, compensation, and organizational commitment to performance.

The results of data processing in test T Table 3 above show that in substructure 1 occupational safety and health directly affect organizational commitment and compensation directly affect organizational commitment. Then in substructure 2 occupational safety and health directly affect performance, compensation has a direct effect on performance, and organizational commitment has a direct effect on performance.

The results of data processing in the Sobel test table 6 above show that in structure 1 can be known the value of t-count = 2.863 > 1.668 t-table. So it can be concluded that H_a is accepted, meaning that there is a relationship between occupational safety and health to performance through organizational commitment. In structure 2 it can be known that the t-count value is = 7.638 > 1.668 t-table. So it can be concluded that H_a is accepted, meaning that there is a relationship between compensation to performance through organizational commitment.

Discussion

Occupational Safety and Health has a significant influence on Organizational Commitment. In the t-test, a calculated t value of 2.444 > t table 1.668 was obtained. So H_a is accepted and H₀ is

rejected. The results of this study are in line with research (Kurniawati & Hirawati, 2022), the results show that there is an influence between occupational safety and health on organizational commitment. Compensation has a significant influence on Organizational Commitment. In the t-test, a calculated t value of $8.506 > t \text{ table } 1.668$ was obtained. So H_a is accepted and H_0 is rejected. The results of this study are in line with research (Handoko & Rambe, 2018) The results show that there is an influence between compensation on organizational commitment.

Occupational safety and Health has a significant influence on performance. In the t-test, a calculated t value of $2.366 > t \text{ table } 1.668$. So H_a is accepted and H_0 is rejected. The results of this study are in line with (Hernilawati et al., 2021) the results show that there is an influence between occupational safety and health on performance. Compensation has a significant influence on performance. In the t-test, a calculated t value of $8.267 > t \text{ table } 1.668$ was obtained. So H_a is accepted and H_0 is rejected. The results of this study are in line with research (Arifudin, 2019) the results show that there is an influence between compensation on performance. Organizational commitment has a significant influence on performance. In the t test, a calculated t value of $15.418 > t \text{ table } 1.668$. So H_a is accepted and H_0 is rejected. The results of this study are in line with research (Anggun Cahyani et al., 2020) the results show that there is an influence between organizational commitment to performance.

Indirectly, occupational safety and health through organizational commitment has an influence on performance. In the Sobel test, a calculated t value of $= 2.863 > t \text{ table } 1.668$. So H_a accepted. The results of this study are in line with research (Pradita & Sentoso, 2022) the results show that there is an influence between occupational safety and health on performance mediated by organizational commitment. Indirectly, compensation through organizational commitment has an influence on performance. In the Sobel test, a calculated t value of $= 7.638 > t \text{ table } 1.668$. So H_a accepted. The results of this study are in line with research (Sumiatik et al., 2021) the results show that there is an influence between compensation on performance through organizational commitment.

Limitations

This research has limitations as it is only using a limited sample from Dr. Suyoto Hospital Rehabilitation Center of the Ministry of Defense, Jakarta. Therefore, it is possible that the conclusion of this study does not apply in other organization. Future researcher is suggested to include larger sample size in their study which may include regional level or national level sample.

Conclusion

Based on the results of the analysis and discussion described in the previous chapter on occupational safety and health and compensation for performance through organizational commitment to daily contract employees of Dr. Suyoto Pusrehab Kemhan Hospital, it can be concluded that occupational safety and health (K3) affects organizational commitment, compensation affects organizational commitment, occupational safety and health (K3) and compensation has a simultaneous effect Organizational commitment, occupational safety and health (K3) affects performance, compensation affects performance, organizational commitment affects performance, occupational safety and health (K3), compensation, and organizational commitment simultaneously affects performance, occupational safety and health (K3) affects performance through organizational commitment, and compensation affects performance through organizational commitment.

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