THE EFFECT OF OCCUPATIONAL SAFETY AND HEALTH (OSH) AND THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT ASTRA INTERNATIONAL TBK, SALES AUTO 2000 WARU BRANCH

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Abstract

Companies must pay attention to elements that can enhance employee performance in the increasingly competitive industrial scene. The workplace and Occupational Safety and Health (OSH) are important factors in establishing secure, comfortable working environments that boost worker productivity. As a business in the automotive industry, PT Astra International Tbk, Auto2000 Waru Sales Branch must give OSH and workplace conditions top priority in order to maximize employee performance. The purpose of this study is to examine how the work environment and occupational safety and health (OSH) affect employee performance at the Auto2000 Waru Sales Branch of PT Astra International Tbk. This study uses a quantitative methodology and an associative research design. The complete population of 70 employees was included as research participants because the sampling strategy combines non-probability sampling with a saturated sample method. Questionnaires were sent to gather data, which was then analyzed using multiple linear regression with the use of SPSS software. The study's findings show that the variables of occupational safety and health (OSH) and work environment have a favorable and significant impact on employee performance when taken into account concurrently. When examined independently, the Occupational Safety and Health (OSH) variable has a positive but negligible impact on employee performance, whereas the Work Environment variable has a positive and large impact. As a result, businesses are expected to uphold and enhance OSH implementation and working conditions in order to promote increases in employee performance.

Keywords: Occupational Safety and Health (OSH), Work Environment, Employee Performance.

INTRODUCTION

Increasing competition across various industries encourages companies to continuously improve organizational performance. In the automotive sector, business success is not only determined by products and services but also by the quality of human resources involved in daily operations. Employees play an important role in supporting productivity, maintaining service quality, and helping companies achieve organizational targets. Therefore, companies need to create working conditions that enable employees to perform their responsibilities effectively.

Among the factors associated with employee performance are Occupational Safety and Health (OSH) and work environment conditions. Both factors are closely related to employees' daily work experiences because they influence comfort, security, and the ability to complete tasks. Employees who work in a safe and supportive environment are generally more focused on their responsibilities and are able to maintain consistent performance.

Workplace safety remains an important issue in many organizations. The implementation of Occupational Safety and Health (OSH) is intended to reduce workplace risks and protect employees from accidents and work-related health problems. According to Hakim and Andhika (2022), OSH reflects organizational efforts to create working conditions that prioritize employee safety and well-being. The importance of workplace safety can also be seen from the increasing number of occupational accident cases reported in East Java. Data from BPJS Ketenagakerjaan recorded 56,603 workplace accidents in 2023, increasing to 80,771 cases in 2024. This trend shows that workplace safety remains a challenge that requires continuous attention from organizations.

Besides workplace safety, the work environment is another aspect that may influence employee performance. The work environment includes physical conditions such as workplace facilities, lighting, temperature, and workspace arrangement, as well as non-physical conditions such as communication, teamwork, and relationships among employees. According to Thalibana (2022), favorable workplace conditions can encourage employees to work more comfortably and support higher levels of productivity.

PT Astra International Tbk Auto2000 Waru Sales Branch operates in the automotive service industry, where employee performance directly affects operational activities and customer satisfaction. As an authorized Toyota dealer, the company provides vehicle sales, maintenance, repair, and spare-part services. Numerous safety measures, such as the use of personal protective equipment, safety signs, and workplace protocols intended to reduce operating hazards, have been put in place to support these activities. The company also provides workplace facilities intended to support employee activities and create a comfortable working atmosphere.

Despite these efforts, achieving organizational targets remains a challenge. During the period of 2022–2024, the company established an annual sales target of 600 units, while actual sales reached only 440 units each year. The difference between planned targets and realized outcomes raises questions regarding factors that may influence employee performance. In this context, Occupational Safety and Health (OSH) and work environment conditions become relevant factors for further examination.

Prior research has examined the connection between employee performance, the workplace, and occupational safety and health. According to Nurdin et al. (2023), employee performance was positively impacted by workplace safety and environmental circumstances.

Purwanti et al. (2023) revealed similar results, indicating that both factors increased worker productivity. However, Apriliyani (2022) reported different results, showing that Occupational Safety and Health did not significantly influence productivity when examined separately. These differences suggest that further investigation remains necessary, particularly within organizations operating in the automotive service sector.

Based on these factors, this study investigates how the work environment and occupational safety and health (OSH) affect employee performance at the PT Astra International Tbk Auto2000 Waru Sales Branch. The study is expected to provide additional evidence regarding factors that contribute to employee performance while offering practical input for organizations seeking to improve workplace conditions and employee productivity.

REVIEW OF LITERATURE

Occupational Safety and Health (OSH)

Occupational Safety and Health (OSH) is an important aspect of workplace management because it is closely related to employee protection during work activities. Organizations implement safety procedures, regulations, and preventive measures to minimize the possibility of accidents and work-related health problems. Through proper safety management, companies can create working conditions that support employee well-being while maintaining operational continuity (Firdaus, 2022).

The implementation of OSH is not limited to accident prevention. Employees who feel safe while performing their duties are generally more confident and able to focus on their responsibilities. Workplace safety can also reduce concerns regarding occupational risks, allowing employees to work more effectively. Therefore, OSH is often considered one of the factors that may contribute to improving employee performance.

Several studies have reported a relationship between workplace safety and employee performance. Nurdin et al. (2023) found that Occupational Safety and Health contributes positively to employee performance. Likewise, Yoshana et al. (2022) emphasized that effective safety management helps organizations create conditions that support employee productivity and work effectiveness.

Work Environment

The work environment represents the overall conditions experienced by employees while carrying out their responsibilities within an organization. These factors include social elements pertaining to relationships, communication, and teamwork among employees as well as physical elements including workplace facilities, equipment, lighting, temperature, and workspace arrangement (Kharismawan, 2024).

A supportive work environment allows employees to perform their duties more comfortably and efficiently. Comfortable workplace conditions may help employees maintain concentration, reduce work-related stress, and encourage positive attitudes toward their responsibilities. As a result, organizations often view workplace conditions as one of the factors influencing employee performance.

Research findings have consistently shown the importance of workplace conditions in supporting employee outcomes. Safitri and Tannady (2022) reported that work environment conditions significantly affect employee performance. Similar results were obtained by Purwanti et al. (2023), who found that employees working in supportive environments tended to demonstrate higher levels of productivity and work effectiveness.

Employee Performance

The degree to which workers are able to finish tasks allocated to them and support organizational goals is reflected in their performance.Performance is commonly associated with work quality, productivity, effectiveness, and the ability to meet organizational expectations. Because organizational success depends heavily on employee contributions, performance is frequently used as an indicator of organizational effectiveness (Valencia & Rinamurti, 2024).

Employee performance is influenced by various organizational and individual factors. Workplace safety, environmental conditions, organizational support, and employee motivation may all contribute to differences in performance outcomes. Consequently, organizations need to understand factors that can support employees in performing their responsibilities effectively and consistently.

RESEARCH METHOD

This study uses an associative research design and a quantitative methodology. This associative study's goal is to examine how employee performance at PT Astra International Tbk Auto2000 Waru Sales Branch is impacted by occupational safety and health (OSH) and the workplace. A quantitative approach was applied because the study emphasizes the examination of relationships among variables through numerical data that are statistically analyzed, allowing the findings to be interpreted in a systematic and objective manner.

All 70 workers at PT Astra International Tbk Auto2000 Waru Sales Branch make up the study's population. The sampling method employed is saturated sampling, in which the entire population is selected as research respondents. Because there were less than 100 people in the population, this method was deemed suitable for obtaining more thorough and representative study data because it allowed all members of the population to be included in the sample.

RESULTS AND DISCUSSION

Research Instrument Test Results

Validity Test

The instrument employed in this research was a questionnaire containing 37 items. The questionnaire consisted of 12 items measuring the Occupational Safety and Health (OSH) variable, 10 items assessing the Work Environment variable, and 15 items evaluating Employee Performance. By comparing the resulting r-values with the critical r-table values and looking at the significance levels, validity testing was carried out. Questionnaire items were categorized as valid when the calculated r-value exceeded the r-table value or when the significance level was below 0.05. This procedure was conducted to ensure that each questionnaire item accurately represented the variables examined in the study.

Table 1

Occupational Safety and Health (OSH) (X1)				
Item	**R hitung**	**R tabel**	**Sig. (2-tailed)**	**Keterangan**
X1P1	0.7	0.361	0.00 < 0.05	VALID
X1P2	0.665	0.361	0.00 < 0.05	VALID
X1P3	0.823	0.361	0.00 < 0.05	VALID
X1P4	0.772	0.361	0.00 < 0.05	VALID
X1P5	0.67	0.361	0.00 < 0.05	VALID
X1P6	0.859	0.361	0.00 < 0.05	VALID
X1P7	0.754	0.361	0.00 < 0.05	VALID
X1P8	0.652	0.361	0.00 < 0.05	VALID
X1P9	0.739	0.361	0.00 < 0.05	VALID
X1P10	0.693	0.361	0.00 < 0.05	VALID
X1P11	0.623	0.361	0.00 < 0.05	VALID
X1P12	0.772	0.361	0.00 < 0.05	VALID
Work Environment (X2)				
Item	**R hitung**	**R tabel**	**Sig. (2-tailed)**	**Keterangan**
X2P1	0.53	0.361	0.003 < 0.05	VALID
X2P2	0.741	0.361	0.000 < 0.05	VALID
X2P3	0.685	0.361	0.000 < 0.05	VALID
X2P4	0.67	0.361	0.000 < 0.05	VALID
X2P5	0.71	0.361	0.000 < 0.05	VALID
X2P6	0.567	0.361	0.001 < 0.05	VALID
X2P7	0.896	0.361	0.000 < 0.05	VALID
X2P8	0.545	0.361	0.002 < 0.05	VALID
X2P9	0.677	0.361	0.000 < 0.05	VALID
X2P10	0.893	0.361	0.000 < 0.05	VALID
Employee Performance (Y)				
Item	**R hitung**	**R tabel**	**Sig. (2-tailed)**	**Keterangan**
YP1	0.558	0.361	0.001 < 0.05	VALID
YP2	0.644	0.361	0.000 < 0.05	VALID
YP3	0.713	0.361	0.000 < 0.05	VALID
YP4	0.53	0.361	0.003 < 0.05	VALID
YP5	0.553	0.361	0.002 < 0.05	VALID
YP6	0.724	0.361	0.000 < 0.05	VALID
YP7	0.788	0.361	0.000 < 0.05	VALID
YP8	0.562	0.361	0.001 < 0.05	VALID
YP9	0.75	0.361	0.000 < 0.05	VALID
YP10	0.535	0.361	0.002 < 0.05	VALID
YP11	0.451	0.361	0.012 < 0.05	VALID
YP12	0.583	0.361	0.001 < 0.05	VALID
YP13	0.776	0.361	0.000 < 0.05	VALID
YP14	0.579	0.361	0.001 < 0.05	VALID
YP15	0.604	0.361	0.000 < 0.05	VALID

Depending on the above table, each estimated r-value was greater than the appropriate crucial r-value, meaning that all indicators related to the Occupational Safety and Health (OSH) (X1), Work Environment (X2), and Employee Performance (Y) variables met the validity requirements. As a result, every questionnaire item utilized in this study was deemed legitimate and suitable for gathering data.

Reliability Test

Variabel	Cronbach Alpha	Cross of Value	Keputusan
Keselamatan dan Kesehatan Kerja (K3)	0.91	0.6	Reliabel
Lingkungan Kerja	0.867	0.6	Reliabel
Kinerja Karyawan	0.874	0.6	Reliabel

The reliability analysis showed that the Occupational Safety and Health (OSH) variable produced a Cronbach's Alpha value of 0.857, the Work Environment variable generated a value of 0.823, and Employee Performance obtained a value of 0.890. Since all values exceeded the minimum criterion of 0.60, the measurement instrument was considered reliable and appropriate for further analysis.

Normality Test

Tabel 3

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.08695979
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.055
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The Kolmogorov-Smirnov normality test yielded an Asymp. Sig. (2-tailed) result of 0.200. The residual data were normally distributed because the resulting value was higher than 0.05. As a result, the regression model met the normalcy assumption and was suitable for further testing.

Multicollinearity Test

Table 4

Coefficients[a]

Model		Collinearity Statistics Tolerance	VIF
	TOTAL_X1	.702	1.425
	TOTAL_X2	.702	1.425

a. Dependent Variable: TOTAL_Y

Depending to the multicollinearity study, the Work Environment variable produced a tolerance value of 0.810 and a VIF value of 1.234, while the Occupational Safety and Health (OSH) variable had a tolerance value of 0.810 and a VIF value of 1.234. No multicollinearity issue was found in the regression model since all tolerance values were greater than 0.10 and all VIF values were less than 10.

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Heteroskedasticity Test

Table 5

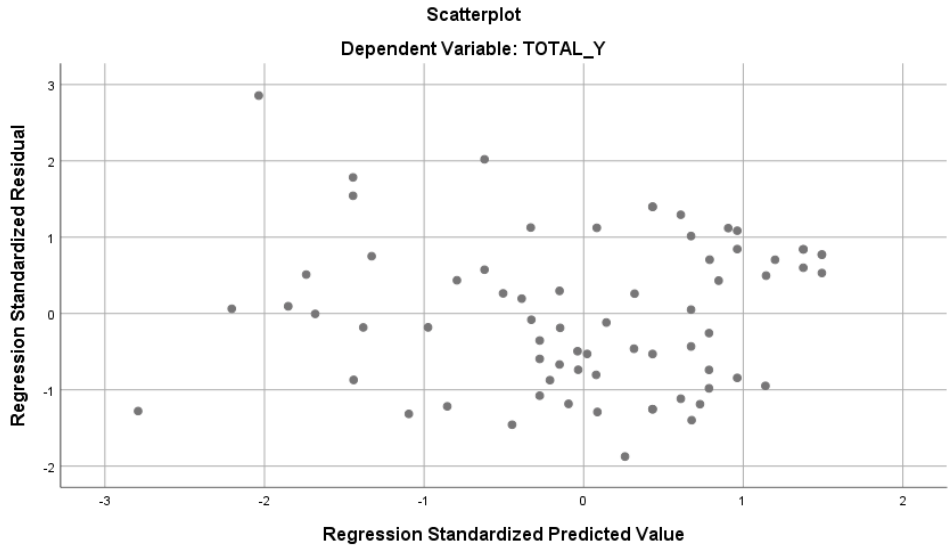

Table 6

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.213	3.892		.312	.756
	TOTAL_X1	.154	.089	.244	1.727	.089
	TOTAL_X2	-.148	.077	-.271	-1.915	.060

a. Dependent Variable: ABS_RES

The heteroscedasticity test revealed significance values of 0.094 for Occupational Safety and Health (OSH) and 0.113 for Work Environment. Since both values were greater than 0.05, the regression model was considered free from heteroscedasticity issues, indicating that the variance of residuals remained stable across observations.

Multiple Linear Regression Analysis

Table 7

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	31.598	7.415		4.262	.000
	TOTAL_X1	.286	.170	.210	1.679	.098
	TOTAL_X2	.433	.147	.368	2.944	.004

a. Dependent Variable: TOTAL_Y

$$Y = 31{,}598 + 0{,}286X_1 + 0{,}433X_2 + e$$

Employee Performance would stay at 31.598 when the Occupational Safety and Health (OSH) (X1) and Work Environment (X2) variables are assumed to be constant, according to the regression analysis's constant value of 31.598. The OSH variable had a positive regression coefficient of 0.286, but because the significance value of 0.098 was greater than 0.05, the variable did not exhibit statistical significance. According to this, if all other factors stay the same, an increase of one OSH unit would result in a 0.286 rise in employee performance. In contrast, the Work Environment variable's significance value of 0.004 was less than 0.05, resulting in a positive and statistically significant coefficient of 0.433. In accordance with this result, Employee Performance would rise by 0.433 units for every unit increase in the Work Environment variable. Because of its higher regression coefficient, the Work Environment variable showed the greatest impact on Employee Performance among the independent variables looked at.

Coefficient Determination (R2)

Table 8

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514[a]	.264	.242	4.14751

a. Predictors: (Constant), TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

An R Square value of 0.265 was obtained from the coefficient of determination analysis. According to this finding, the work environment and occupational safety and health (OSH) accounted for 26.5% of the difference in employee performance. Other factors not covered in this study had an impact on the remaining 73.5%.

Hypothesis Test

T-Test (Parcial)

Table 8

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	31.598	7.415		4.262	.000
	TOTAL_X1	.286	.170	.210	1.679	.098
	TOTAL_X2	.433	.147	.368	2.944	.004

a. Dependent Variable: TOTAL_Y

The t-test was employed to evaluate the distinct effects of each independent variable on worker performance. The results showed that the Occupational Safety and Health (OSH) variable (X_1) produced a t-value of 1.679, which was less than the t-table value of 1.996, with a significance value of 0.098 that was greater than the 0.05 criteria. According to these

findings, employee performance was not significantly impacted by occupational safety and health (OSH). The regression coefficient showed a positive direction, but the effect was not strong enough to support the first hypothesis (H_1). Meanwhile, the Work Environment variable (X_2) yielded a t-value of 2.944, greater than the t-table value of 1.996, and a significance value of 0.004, which was less than 0.05. This outcome shows that the Work Environment variable has a positive and significant impact on employee performance. As a result, the second hypothesis (H_2), which proposed that improved working circumstances at PT Astra International Tbk Auto2000 Waru Sales Branch contributed to better employee performance, was accepted.

F-test (Simultant)

Table 9

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	414.048	2	207.024	12.035	.000[b]
	Residual	1152.524	67	17.202		
	Total	1566.571	69			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X2, TOTAL_X1

A simultaneous significance test (F-test) was also used to evaluate the combined effect of the independent variables on the dependent variable. Employee performance (Y) was the dependent variable, and the factors that were investigated were Occupational Safety and Health (OSH) (X1) and Work Environment (X2). The simultaneous test yielded an F-value of 12.090 at a significance level of 0.000. Because the significance value was less than 0.05, both the work environment and Occupational Safety and Health (OSH) had an effect on employee performance. Consequently, the third hypothesis had been accepted.

The Effect of Occupational Safety and Health (OSH) on Employee Performance at PT Astra International Tbk Auto2000 Waru Sales Branch

The statistical analysis showed that Occupational Safety and Health (OSH) had a positive relationship with Employee Performance, although the effect was not statistically significant. The calculated t-value was lower than the critical value and the significance level exceeded 0.05. Therefore, the first hypothesis was not supported.

This result suggests that workplace safety practices implemented by the company have not become the main factor influencing employee performance. Employees may already perceive safety procedures as a routine part of their daily activities rather than as a factor that directly affects how they perform their work. As a result, improvements in safety practices may not necessarily be followed by measurable changes in employee performance.

The descriptive findings support this interpretation. Most respondents provided favorable responses regarding compliance with standard operating procedures and the use of work equipment according to established safety requirements. These responses indicate that workplace safety practices have been implemented consistently and have become part of normal operational activities.

Although Occupational Safety and Health did not demonstrate a significant influence in this study, its role remains important in maintaining employee protection and reducing workplace risks. Effective safety management helps create a secure working environment, minimizes the possibility of accidents, and supports business continuity. Therefore, OSH should continue to be maintained as an essential component of organizational operations.

The findings are consistent with the study conducted by Nur et al. (2023), which reported that Occupational Safety and Health did not significantly influence employee performance when examined separately. This indicates that employee performance may be affected more strongly by other organizational factors beyond workplace safety alone.

The Effect of Work Environment on Employee Performance at PT Astra International Tbk Auto2000 Waru Sales Branch

The analysis revealed that the Work Environment variable had a positive and significant effect on Employee Performance. The calculated t-value exceeded the critical value, while the significance level remained below 0.05. This finding confirms that workplace conditions contribute to employee performance within the organization.

Employees spend a considerable amount of time in the workplace, making environmental conditions an important aspect of their daily work experience. Comfortable facilities, supportive workplace arrangements, and positive interactions among employees may help improve concentration and encourage employees to complete their responsibilities more effectively.

The questionnaire results indicate that respondents gave the highest evaluation to statements related to workplace lighting and work focus. Adequate lighting allows employees to perform tasks more comfortably and reduces unnecessary distractions during work activities. This condition may explain why the Work Environment variable demonstrated a significant contribution to Employee Performance.

A supportive work environment not only improves employee comfort but may also strengthen motivation and commitment toward organizational objectives. Employees who feel comfortable in their workplace are generally more willing to engage in work activities and maintain productive behavior.

This finding supports the results reported by Purwanti et al. (2023), who found that favorable workplace conditions contribute positively to employee performance. Similar conclusions were also reported by Safitri and Tannady (2022), emphasizing the importance of creating a conducive work environment for improving employee effectiveness.

The Effect of Occupational Safety and Health (OSH) and Work Environment on Employee Performance at PT Astra International Tbk Auto2000 Waru Sales Branch

The simultaneous testing results demonstrated that Occupational Safety and Health (OSH) and Work Environment jointly influenced Employee Performance. The significance value obtained from the F-test was below the required threshold, indicating that the proposed hypothesis was supported.

These findings show that employee performance cannot be explained by a single factor. Instead, workplace safety and environmental conditions interact in supporting employee effectiveness. Employees who work in a safe and comfortable environment are more likely to perform their responsibilities with confidence and maintain productivity during daily operations.

Occupational Safety and Health contributes by reducing workplace risks and creating a sense of security, while the Work Environment contributes through physical and social conditions that support employee activities. When these elements come together, workers may perform better and the organization as a whole may perform better.

The results also indicate that the Work Environment variable provided a stronger contribution than Occupational Safety and Health when analyzed individually. This suggests that workplace conditions are more directly experienced by employees in their daily activities, making them more influential in shaping work behavior and performance outcomes.

Overall, the findings emphasize the importance of maintaining both workplace safety practices and favorable environmental conditions. Organizations that consistently improve these aspects may create a more productive workforce and strengthen operational performance over the long term.

CONCLUSION

The results of the study demonstrate that both the work environment and occupational safety and health (OSH) have a favorable and significant impact on employee performance at PT Astra International Tbk Auto2000 Waru Sales Branch. When each independent variable was looked at separately, the analysis likewise showed varied results. Employee performance and the OSH variable had a positive correlation, although this association was not statistically significant. Conversely, the Work Environment variable was found to have a favorable and significant impact on employee performance. These results imply that working circumstances are crucial for promoting worker efficacy and productivity. When the workplace is secure, encouraging, and suitable for daily tasks, workers typically work more easily and focus better. Employees may be able to do their responsibilities more effectively in a suitable work environment.Based on these findings, the organization is urged to continue implementing Occupational Safety and Health procedures while enhancing the standard of the workplace. Regular advancements in these areas could promote improved worker performance and overall productivity within the company.

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