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## Occupational Safety and Health, Job Satisfaction, Employee Performance during the COVID-19 Pandemic

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### **Abstract:**

*Companies are currently facing challenges to face the COVID-19 pandemic. Environmental situation that directly has a major influence on changes in company policies and strategies, in order to survive in difficult and uncertain times. Companies that are unable to adapt to changing environmental conditions will face quite tough challenges, including companies engaged in manufacturing. Employee performance is an important element in which quality is maintained at this time in order to continue producing products to meet market needs. This study will analyze how much influence the variables of occupational safety and health and job satisfaction will affect the quality of employee performance. The method used is a survey method with a causal approach. The results of filling out the questionnaire in the form of items of research instruments in the form of statements distributed to employees will be processed using Smart PLS. By using this program, it can be seen the effect of each indicator of occupational safety and health and job satisfaction on performance. The data analysis technique used is descriptive multivariate, non-parametric statistical data analysis, inferential statistical data analysis, and the scale used is the Likert scale. The results of research show that the exogenous latent variable occupational safety and health, and job satisfaction have a significant direct effect on the endogenous variable performance of 15.4%.*

**Keywords:** Job Satisfaction, Occupational Safety and Health, Performance

### **1. Introduction**

In order to face the disruption era, the threat of crisis and the COVID-19 pandemic, the company is faced with the challenge of being able to survive with superior quality human resources, product quality and adequate product quantity to meet the needs of the customers. The research was conducted on company engaged in herbicides, insecticides and fungicides, which is company engaged in critical sectors. So that permanent employees must continue to produce to meet the needs of customers consisting of agricultural and plantation users. Meanwhile, currently faced with the problem of declining purchasing power and environmental conditions that are entering the New Normal period. To deal with the COVID-19 pandemic, companies are expected to be able to provide their best performance so that the economy continues to run and human health must also be maintained. Companies have a responsibility to be able to survive and be able to face the challenges that occur at this time. The existence of Indonesia's roadmap and strategy called Making Indonesia 4.0 will clarify the focus of the five manufacturing sectors and ten national initiatives as a way to strengthen Indonesia's industrial structure. But with the threat of transmission and spread of COVID-19, the company also implements health protocols. Employees can no longer enter all of them because they have to maintain social distance, use more stringent medical equipment, use hand sanitizers, disinfectants, and health protocols will certainly have a direct or indirect impact on the quantity and quality of production, and also the quality of performance of employees.

Banten Province is one of the provinces that have not escaped from the COVID-19 pandemic, the economic and health sectors have undergone drastic changes. Currently, Banten province is in the orange zone, which means it is not safe from the threat of the transmission of COVID-19. Companies, and the public without exception must follow the health protocols that have been set by WHO and the government. The recommendation for companies to implement Work from Home (WFH) and the community is required to stay at home, will certainly affect the overall productivity and purchasing power of the community. Finally, the situation and planning changed completely in all industrial sectors due to the COVID-19 pandemic. Occupational safety and health factors must be considered seriously, and their implementation is monitored very closely in all sectors in order to inhibit the transmission of COVID-19 and facilitate healing for those who have been infected. Employees in the company must follow health protocols and the company must be able to provide all equipment for the purpose of guaranteeing occupational safety and health in the production process and also in efforts to break the transmission chain of COVID-19. That is, to answer these problems, companies have to make sustainable changes to prepare themselves to win disruption and fight the COVID-19 pandemic by improving company human resources quality

or employee performance. Industries have a responsibility to produce products with quantity and quality in the most effective time possible in accordance with consumer expectations.

Employee performance quality is affected by some, including occupational safety and health (OSH), and job satisfaction. The problem that the company is currently facing is finding the most significant factors that will be managed to improve the quality of employee performance to achieve customer satisfaction in the New Normal period facing the COVID-19 pandemic. Based on the identification of the problem, there are several things that need to be improved. For example, emotional intelligence, spiritual intelligence, adversity, motivation, OSH, internal and external environment, and job satisfaction. As for this study focused on the dominance of the influence of OSH and job satisfaction on worker performance. The problem formulation: is there any influence of each of the following variables, OSH on performance and job satisfaction on performance, as well as the influence of OSH and job satisfaction simultaneously on employee performance, how much dominance is in multinational companies in Banten province in the time of the COVID-19 pandemic. The purpose of this research is to find and analyze the variables that will dominantly affect the improvement of employee performance and customer satisfaction of users of the company's products, so that the results will be able to achieve company targets and improve the quality of life and lives of employees and companies in the New Normal period. COVID-19 pandemic and post-COVID-19 enter the Real Normal period.

In addition to these things, this research is also motivated by research that has been done previously, to continue further research in the hope of minimizing existing gaps and finding things that can strengthen research and its impact on companies to improve employee performance. Previous research is as follows. The findings obtained in this study are based on simple regression analysis. This shows that the variable  $x$ , namely OSH, has a significant effect on the performance of employees of PT Behaestex Gresik. Significant effect is evidenced by the calculated  $F$  value = 12,089, which is means significant due to it is greater than  $F$  table = 4.00. With a significance level of 0.001. It means that OSH has significant effect in improving worker performance (Chabib Bahari, 2013). Furthermore, research states that the variable of OSH simultaneously has a significant effect on employee performance. The contribution given by these variables has not made a major contribution and the rest is influenced by other factors not included in the study. The relationship between OSH variables on employee performance is unidirectional with a fairly strong relationship. (Marom & Sunuharyo, 2018). OSH partially has a significant effect on worker performance in a positive way. The development after Indonesia's independence has the consequence of increasing work intensity which is also results in an increasing risk of accidents in the work environment (Ramli, 2010). The results of other studies found that based on the discussion above, several conclusions were obtained, there was a positive relationship between the variables of OSH and the variables of worker performance. In the determination test, it was found that there was an interaction between the independent variable (OSH) and the dependent variable (performance). The value of the determinant coefficient of the two variables is 0.340, which means that the OSH variable has a contribution of 34% to the performance variable while the remaining, 66% is influenced by other variables and further research is needed to find out.

Furthermore, it was also found that the level of intrinsic job satisfaction of employees at PT Semen Indonesia was in the moderate category of 68%, while the level of extrinsic satisfaction was in the medium category of 73%. The conclusion of this study is that extrinsic job satisfaction has a significant effect on organization citizenship behavior and intrinsic and extrinsic job satisfaction together affect organizational citizenship behavior (Putri, 2013). Aspects of job satisfaction consist of three, namely general job satisfaction, intrinsic job satisfaction, and extrinsic job satisfaction. This aspect is based on three rationalizations, namely a) the expectation of their work environment based on their background, individual abilities, and interests; b) the existence of a work attitude that is formed from the fulfillment of expectations in the workplace; c) these attitudes shape the evaluation of their work environment and job satisfaction (Sukrajap, 2016). The research result shows two key elements within job satisfaction: work value and basic needs. By using exploration and verification methods in SEM, it shows the influence of job satisfaction on the employee job performance. (Wulandari et al., 2021).

Previous research empirically, (Kertabudi and Aripin, 2015) shows an influence of organizational culture and job satisfaction on the employee performance. (Usikalu et al., 2015) and (Alajlouni, 2015) another research is inline and shows the significant influence between employee job satisfaction and employee performance by improving the quality level of job satisfaction (e.g. Salgado, 1997; Judge et al., 1999), and thus suggests that this trait is a relatively consistent predictor of job satisfaction (Furnham et al., 2009). Other research also shows that reward and adequate knowledge will increase the job satisfaction value and finally will influence the performance (Davies et al., 1991).

Based on the previous research, it can be concluded that OSH has a positive influence on performance. Because of that, it becomes interesting OSH is further deepened to determine its effect on worker performance. In addition, job satisfaction has been investigated for its effect on organizational citizenship behavior, for further research on the effect of job satisfaction on performance. Furthermore, with the combination simultaneously investigated the effect of OSH with job satisfaction together on performance during the COVID-19 pandemic at PT NI.

## 2. Theoretical Background and Conceptual Model

### 2.1. Occupational Safety and Health

The application of occupational safety and health (OSH) is an obligation mandated by the government through Law No. 1 of 1970 (UU RI Nomor 1 Tahun 1970) which is clarified by Government Regulation No. 50 of 2012 (PP RI No.50, 2012) regarding the implementation of the OSH Management system. to protect the safety of workers/laborers in order to achieve optimal work productivity. Kim et al., 2016 in his journal cites that The International Labor Organization (ILO) also underlines that an important element in OSH management is to promote a prevention culture within the company

(Kim et al., 2016). The OSH management system is not effective unless it is accompanied by a positive workplace safety culture (Hale et al., 1998). The International Nuclear Safety Advisory Group of the IAEA defines a safety culture as 'that assembly of characteristics and attitudes in organizations and individuals, which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance' (Boughaba et al., 2014).

Research findings from another research stated that OSH is a thought and effort to ensure the integrity and perfection of both physical and spiritual worker in particular, and humans in general, the work and culture towards a just and prosperous society. The purpose of this study was to determine how much influence of OSH has a significant effect on the performance of employees of the maintenance department of PT Behaestex Gresik. The method used in this research is descriptive quantitative method (Chabib Bahari, 2013).

- Hypothesis 1: There is a significant positive effect of occupational safety and health on performance.

## 2.2. Job Satisfaction

Job satisfaction is defined as the extent to which employees are satisfied with their jobs. It is said that an individual is satisfied at work because there are factors and conditions that motivate them (Furnham et al., 2009). Another definition of job satisfaction is a general behavior to excel at work as long as there are rewards and achievement of appropriate achievements. Theoretically, job satisfaction has a relationship with performance. Organizations with more satisfied employees tend to be more effective and productive and have a low number of turnover (Eliyana et al., 2019).

Another definition of job satisfaction is stated by (George & Jones, 2012), job satisfaction will increase with support from good working behavior. Job satisfaction can be influenced by coworker behavior, supervisor and salary or incentive according to worker's wishes. (Aziri, 2011). Other value of job performance definition is a working spirit which is emerged due to working result reward. Job dissatisfaction occurs when one's expectations are not met. There are dimensions of job satisfaction frequently mentioned include workers relationships, pay and benefits, performance recognition, and communications with managers and executives (Robert L. Maltis, 2010).

- Hypothesis 2: There is a significant positive effect of job satisfaction on performance.

## 2.3. Employee Performance

Performance is work result which is measured from some indicators such as organization behavior, worker's active participation, involvement in problem solving, reward, work quality, job quantity, discipline on the job accomplishment and cooperation. (Soegihartono, 2012). According to another concept, performance is a function of motivation, ability, and opportunity. Thus, performance is the willingness of a person or group of people to carry out an activity and complete it according to the answer with the expected results (Vietzal, 2008). Another concept states about a human resource-oriented approach to support employee performance as follows. There are some approaches to sustaining performance: dealing people with dignity and respect; ensuring workers competent to do their jobs; creating a trust and support atmosphere; growing a sense of belonging among people; encouraging all stakeholders contributions; tolerating mistakes and learning from them; collecting and rewarding ideas and suggestions from people; giving recognition for good performance; rewarding initiative (Robin Stuard, 2006). Lambert definition on employee performance is the result of work which is carrying out by worker under his responsibilities in term of quality and quantity (Lambert et al., 2001). Not every behavior is classified under the performance concept, but only behavior which is relevant for the organizational goals: 'Performance is what the organization hires one to do, and do well' (Campbell et al., 1993, p. 40). Therefore, performance is not defined by judgmental and evaluative processes (cf. Ilgen & Schneider, 1991) (Motowidlo et al., 1997).

- Hypothesis 3: There is a significant positive effect of OSH and job satisfaction on performance.

## 3. Method

### 3.1. Participant and Procedure

There are several formulas that can be used by researchers to determine the number of samples. First, as an anchor, if researchers' population is about several hundred subjects, they can have 25-30% of the total number of subjects. If the number of subjects in the population is between 100 and 150 people, then the total number of subjects is taken. The sample is part of the population that is believed to represent the characteristics of the population as a whole (Sekaran, 2003). In quantitative research to find the effect of the independent variable on the associative fixed variable, the minimum sample size is 30 respondents. (Gay & Diehl, 1996). Based on the above, all 80 permanent employees of the company will all be samples. The selected employees are permanent employees of the company in Merak, Banten who have worked for at least one year, consisting of women and men, from various sections with a minimum educational background equivalent to high school and a bachelor's degree at most. In this study, the research instrument used was a questionnaire. Instrument is the method used to collect data. This study collects data related to occupational health and safety, job satisfaction, and employee performance. Respondents filled out the questionnaire directly at their place of work, by sending a questionnaire directly in the form of a closed statement and guaranteed confidentiality. So that respondents can fill out the questionnaire correctly according to the conditions in the field.

The filled questionnaires then being processed with the Smart PLS program and analyzed by multiple linear regression analysis. The tests performed were convergent validity test, discriminant validity test, reliability test, R-square test, significance test of bootstrapping calculation. The perception scale used is a Likert scale, the measurement scale uses an interval scale. While the calculation uses multiple linear regression.

### 3.2. Measure

#### 3.2.1. Occupational Safety and Health

The ACSNI Human Factors Study Group mentioned that the commitment, style and proficiency of safety and health management system within organization is determined by its safety culture. Safety culture is product of individual and group values, attitudes, perceptions, competencies and patterns of behavior. According to (Çakıt et al., 2019) safety culture is influenced by management commitment (Lopez del Puerto et al., 2014)(Ismail, 2017), employee personnel attitude, workplace pressure, coworkers safety support, safety management system (Seo et al., 2004)(Hall, 2006), personnel safety motivation, violation behavior, and personnel error behavior. Measurement of occupational safety and health in this study used a Likert scale.

#### 3.2.2. Job Satisfaction

Job satisfaction is a feeling of pleasure or displeasure of employees obtained from employee answers due to the fulfillment of all workers' needs in carrying out their duties as employees within a certain period of time. So as to be able to meet the needs of employees, there is a match between expectations and reality, fulfillment of work values, a sense of justice, and an adequate work environment (Robert L. Maltis, 2010). The measurement of job satisfaction in this study uses a Likert scale.

#### 3.2.3. Employee Performance

Performance shows interpersonal skills that can be seen from productivity, sense of responsibility, cooperation, work knowledge, skills, and complaints and customer satisfaction, with indicators related to productivity, responsibility, cooperation, work knowledge, skills, and customer satisfaction (Soegihartono, 2012). Performance measurement deal with employees and is measured with a Likert scale.

#### 3.2.4. Demographic Variables

The research sample was employees of PT Nufarm Indonesia in Merak, Banten, totaling 80 people. The selected employees are permanent employees of PT Nufarm Indonesia in Merak, Banten who have worked for at least one year, consisting of women and men, age range from various sections with a minimum educational background equivalent to high school and at most a bachelor's degree.

### 3.3. Measurement Model

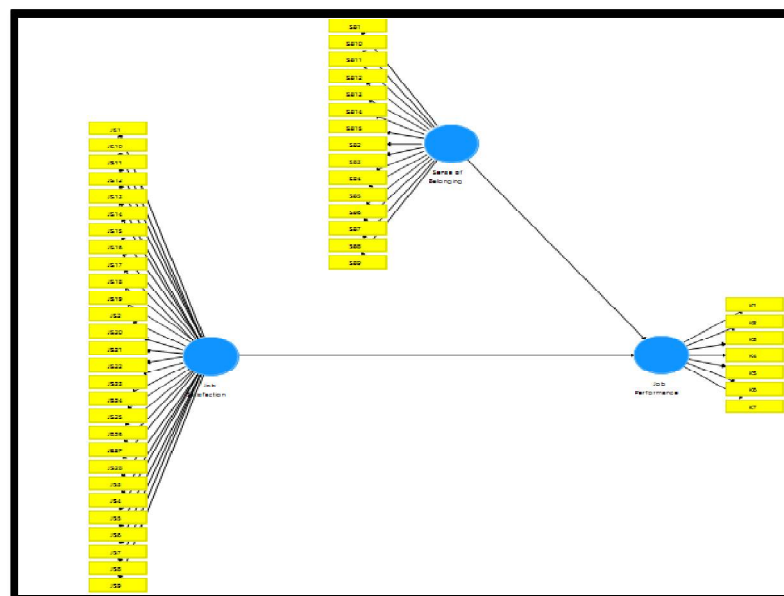


Figure 1: Research Model Design

The research was conducted using a questionnaire distributed to respondents, the results of which were then processed using Smart PLS. Instrument items of Occupational Safety and Health consist of 57 statements, job satisfaction consists of 30 statements and performance as many as 28 statements. The study will measure the effect of OSH on performance, job satisfaction on performance, and the effect of OSH and job satisfaction altogether on performance.

4. Results

4.1. Measurement Model Evaluation (Outer Model)

4.1.1. Convergent Validity Test

	Job Satisfaction	Occupational Safety & Health	Performance
JS10	0.750		
JS20	0.718		
JS7	0.800		
JS8	0.737		
JS9	0.784		
OSH37		0.811	
OSH38		0.859	
OSH44		0.785	
OSH53		0.789	
P7			0.809
P88			0.904

Table 1: Output Result of Outer Loading

Based on the table above, it shows that there are 4 variables of job satisfaction which are declared valid because the output loading value is greater than 0.7 while the value of Occupational Safety and Health which is declared valid there are 4 items of instruments whose outer loading value is above 0.7. And on the performance variable, there are 2 instrument items whose outer loading value is greater than 0.7. The following below is a picture of the output loading factor modeling.

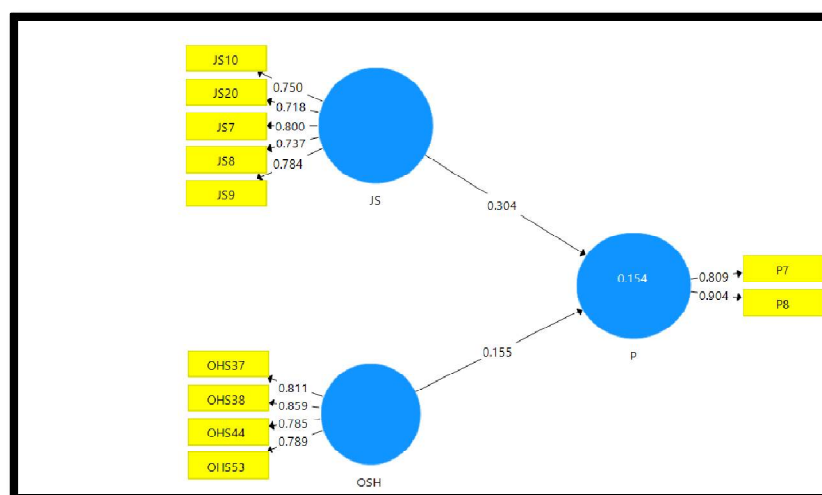


Figure 2: Loading Factor Design Output

4.2. Discriminant Validity Test

	Job Satisfaction	Occupational Safety & Health	Performance
JS10	0.750	0.269	0.306
JS20	0.718	0.390	0.264
JS7	0.800	0.203	0.347
JS8	0.737	0.411	0.148
JS9	0.784	0.365	0.247
OSH37	0.258	0.811	0.182
OSH38	0.288	0.859	0.303
OSH44	0.412	0.785	0.206
OSH53	0.398	0.789	0.166
P7	0.265	0.188	0.809
P8	0.354	0.279	0.904

Table 2: Discriminant Validity Output

Based on the results contained in the table shows that all the items of the instrument are valid because each value is greater than the items of the instrument from the other variables. So that further data can be processed for other classical tests.

#### 4.3. Reliability Test

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Keterangan</b>
JS	0.819	0.871	Reliable
OSH	0.832	0.885	Reliable
P	0.649	0.848	Reliable

Table 3: Latent Variable Test Result

Based on the results shown in the table, it can be interpreted that all variables studied are reliable because all AVE values are greater than 0.5. AVE value > 0.5 is reliable, research can be continued by using data that has been processed.

#### 4.3. Structural Model Evaluation (Inner Model)

##### 4.3.1. R<sup>2</sup> test

	<b>R Square</b>	<b>R Square Adjusted</b>
P	0.154	0.133

Table 4: R<sup>2</sup> Calculation Output

The value of adjusted R-squared (R<sup>2</sup>) is used to measure how much influence of independent latent variables to the dependent latent variable. The table above shows that there is 15.4% of the influence of the OSH variable and job satisfaction on performance. The rest is influenced by other variables not found in the study.

##### 4.3.2. Significancy Test

	<b>OS</b>	<b>SM</b>	<b>STDEV</b>	<b>O/STDEV</b>	<b>P Values</b>
Job Satisfaction → Job Performance	0.304	0.327	0.093	3.284	0.001
Occupational Safety & Health → Job Performance	0.155	0.184	0.130	1.189	0.235

Table 5: Research Data Bootstrapping Calculation Results

It is known that the value of the T-table for the 95% confidence level ( $\alpha$  5%) and the degrees of freedom (df) = n-2 = 80 - 2 = 78 is 1.9908. Based on this, it can be interpreted as follows.

##### 4.3.2.1. Hypothesis Testing the Effect of Job Satisfaction on Job Performance

Based on the test results, the value of T arithmetic = 3.284 > T table = 1.9908 means that the latent variable job satisfaction and its indicators have a significant influence on the latent variable job performance. When viewed from the original sample estimate value, it shows a positive value of 0.304 which shows that the relationship direction between the job satisfaction (X<sub>2</sub>) variable and the job performance (Y) variable is positive. This means that job satisfaction has a positive and significant effect on performance.

##### 4.3.2.2. Hypothesis Testing the Effect of Occupational Safety & Health on Job Performance

Based on the test results, the value of T count = 1.189 < T table = 1.9908 means that the latent variable occupational safety & health and its indicators do not have a significant influence on the latent variable job performance. The original sample estimate value shows a positive value of 0.155 which indicates that the relationship direction between the OSH (X<sub>1</sub>) variable and the job performance (Y) variable is positive. This means that OSH has a positive but not significant effect on performance.

## 5. Discussion

Based on the results obtained through calculations indicate that job satisfaction has a significant effect on performance, and the direction of the relationship is positive. This means that the higher the job satisfaction, the higher the employee's performance. Meanwhile, if job satisfaction decreases, then employee performance will decrease. As for OSH does not affect performance of employee, and the direction is positive, it can be interpreted that the decreasing OSH will reduce performance of employee. Increasing awareness of OSH will increase employee performance but not significantly. Furthermore, if the simultaneous influence of the employee satisfaction variable and OSH altogether still has a positive effect of 15.4%, if it is added to the error value which has been adjusted the effect becomes 13.3%. This means that each unit increases job satisfaction and OSH will have an increasing effect on performance by 13.3%. And vice versa if

there is a decrease in one unit of job satisfaction and OSH there will be a decrease of 13.3%. Because the magnitude of the influence simultaneously is 15.4%, then the performance is influenced by other variables as much as the rest.

The implementation of OSH factors influencing the performance of workers are as follows: OSH contribute a significant positive effect to employee performance with value of 82%. OSH can be increased by improving job motivation, work productivity, improving work knowledge and standard working procedures. Therefore, by improving of all factors will improve performance of worker significantly. Furthermore, below is the limitations and future directions for the next research: a) The main constrain of this study is the small sample size, the next research should collect more samples of respondents from some types and project locations. b) The using of other analytical methods or research variables would increase the employee performance. It is also expected that next research will be expanded that there will be more broad conclusions and benefits of study on OSH given the occupational risks in a company. Organization during project implementation should comply to applicable regulations and to provide complete the required personal protective equipment (PPE) in order to improve the performance of construction workers further (Handoko et al., 2020).

Other studies show results based on the research result and analysis in the previous chapter, the following conclusions can be drawn: (1) There is a positive and significant influence of leadership style variables on the performance of PT Sarinah (Persero) Jakarta employees. The leadership at PT Sarinah (Persero) uses a directive leadership style, where the initiative structure is the most influential factor to improve performance of employee. However, this leadership style variable is not effective enough to improve performance; (2) There is a positive and significant effect of job satisfaction on employee performance at PT Sarinah (Persero) Jakarta. The factor of satisfaction with superiors has a fairly strong relationship with work communication and needs to be maintained; (3) There is a positive and significant effect of leadership style and job satisfaction on the performance of employees of PT Sarinah (Persero) Jakarta. Job satisfaction has a stronger relationship to employee performance than leadership style. The more satisfied employees are, the higher their performance.  $R^2$  value of 0.303 means that the percentage contribution of the influence of leadership style variables and job satisfaction on employee performance is 30.3%, while the remaining 69.7% is influenced by other variables that not included in the research model, interdimensional analysis. To find out the strength and weakness of the influence between the dimensions of suggestion. First, the directive leadership style is still quite relevant to be applied (Diastuti, 2014). This study aims to examine and analyze the effect of OSH, work environment and workload on employee performance. The object of this research is the employees of PT Happy Idkho Independent Production Division. The sample size was 78 respondents. The measurement used in this research is Component or Variance Based Structural Equation Model with quantitative descriptive method. The data analysis used is statistical analysis in the form of SEM PLS. The results of this study indicate that OSH has a significant positive effect on the performance of employees of PT Happy Idkho Independent Production Division. The work environment has a significant positive effect on the employee performance of PT Happy Idkho Independent Production Division. Workload has a significant positive effect on the employee performance of PT Happy Idkho Independent Production Division. Based on the results of table 4.14 it can be concluded that the OSH variable has a significant positive effect on worker performance. This is indicated by the original sample value of 0.208 and the t-statistic value of 2.410 which is greater than the t-table of 1.96 and the accepted hypothesis, which states that if it can be concluded that OSH has a positive and significant partial effect. on employee performance. That is, good OSH will show an influence on the performance of employees of PT Happy Independent Idkho. In fact, the OSH program provided by the company to the employees of PT Happy Idkho Mandiri is very helpful to improve employee performance because with almost all of its activities in the field and can cause a disaster risk or work accident anytime and anywhere, this program is considered by worker to be able to provide a sense of security in carrying out their responsibilities. In accordance with the opinion of (Mangkunegara, 2010) 'in addition to aiming to avoid work accidents in the company's production process, the safety program also increases enthusiasm, work compatibility, and employee work participation' by increasing enthusiasm, work harmony and work participation, it has an impact on increasing employee performance. From the data above, it can be concluded that the R-Square value is 0.454 which means the variability of employee performance which can be explained by the three variables in the model, namely OSH, work environment and workload of 45.4% while 54.5% is explained by other variables not examined in this model (Diastuti, 2014).

Based on previous research, it can be analyzed that there is a significant effect of OSH on performance, there is a significant effect of job satisfaction on performance, and there is a significant effect of occupational safety and health and job satisfaction together. While the results of research conducted during the COVID-19 pandemic, there are differences in the effect of OSH on performance. It was found that OSH had an effect on performance but it was not significant, it could be analyzed what the cause was so that OSH had an effect but not significant. This may be due to the fact that during the pandemic, employees have implemented health protocols properly and the company has provided education and guarantees for security and safety at work and also guarantees if exposed to COVID-19. Due to the maximum guarantee and attention, OSH has no significant effect during the COVID-19 pandemic. Furthermore, it can be continued with other variables, to find out the variables and instrument items that have a significant influence in the New Normal period due to the COVID-19 pandemic.

## 6. Conclusion

The results of research on employees of manufacturing company in Merak Banten show that the exogenous latent variable occupational safety and health (X1) with its indicators has a positive relationship but does not affect performance (Y). Meanwhile, the exogenous latent variable job satisfaction (X2) with its indicators affects job performance (Y) with its indicators significantly. Meanwhile, if simultaneously the exogenous latent variable occupational safety and health and job satisfaction have a significant direct effect on the endogenous variable performance of 15.4%.

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