



ANALYSIS OF INFLUENCE OF OSH (OCCUPATIONAL SAFETY AND HEALTH)  
AND JOB SATISFACTION TO EMPLOYEE PERFORMANCE WITH COMMITMENT  
ORGANIZATIONAL AS INTERVENING VARIABLE  
(Mining Industry Study on PT. Ansaf Inti Resources, East Borneo, Indonesia)

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*Abstract*

*The background of this study is the high level of work accidents of employees at PT Ansaf Inti Resource. The high intention to quit and hire employee is thought to be due to job dissatisfaction which will affect Organizational Commitment. Job dissatisfaction can affect employee performance so that it can disturb of productivity at company. Through this, it is interesting to study.*

*This research using quantitative research with field method using 187 respondents. Data analysis uses IBM AMOS version 22 Structural Equation Modeling software and IBM SPSS version 24 statistical software. The results of this study are OSH (Occupational Health and Safety) affecting employee performance and not directly affecting organizational commitment. OSH also influences Job Satisfaction. Organizational Commitment mediates Job Satisfaction and Employee Performance. Furthermore, Job Satisfaction has a positive effect on Employee Performance.*

*Keywords: OSH (Occupational Health and Safety), Job Satisfaction, Organizational Commitment and Employee Performance*



## **I. INTRODUCTION**

OSH (Occupational Safety and Health) is an important element to protect employees at work. Elements of work safety protection involve employees, management, work methods, and work environment. The unit functions to create working conditions that are safe from danger, accidents and diseases so that productivity can be maintained and even improved. Mangkunegara (2004) states that work safety goals are to avoid accidents, increase excitement, and lead to active participation so as to improve employee performance. Kurniawidjaja (2010) defines occupational health as an effort to maintain mental health, physical, and social welfare of workers in an organization. The implementation of OSH aims to create productivity, healthy workforce, and has the capacity in accordance with the workload, work environment and employees can safe from diseases caused by work activities (Sumakmur, 2009). OSH has participation to raising the value of one's job satisfaction. This is because people who work by following the OSH procedure can work safely and will feel satisfaction in their work. In addition OSH can increase the performance of someone who will commit to his company. PT Ansaf Inti Resources is a contractor company that chooses market segmentation in mining contractors. PT Ansaf Inti Resources was established in Samarinda on July 22, 2011 with a Decree of the Minister of Law, Number: AHU-39216.AH.01.01 Year 2011. PT Ansaf Inti Resources in carrying out its production activities applies OSH (Occupational Health and Safety) to get the environment conducive and efficient work.

The study was conducted on employees of PT Ansaf Inti Loa Kulu Resources site with dependent variable Employee Performance which is influenced by independent OSH variables (Occupational Health and Safety) and Job Satisfaction, as well as Organizational Commitment as mediating variables. Based on the relationship between variables, the proposed hypothesis is H1: OSH has a positive effect on employee performance. H2: Job Satisfaction has a positive effect on Employee Performance, H3: OSH has a positive effect on Organizational Commitment, H4: Job Satisfaction has a positive effect on Organizational Commitment, H5: OSH has a positive effect on Job Satisfaction and H6: Organizational Commitment has a positive effect on Employee Performance.

## **II. THEORETICAL FRAMEWORK**

### **A.OSH (Occupational Safety and Health)**

According to Rivai (2004), work safety refers to the physiological-fiscal and psychological of workers caused by the work environment in the company. Hanggraeni (2012) defines health and safety as a system of prevention against the possibility of accidents during work activities and prevent the onset of illness from the result of social contact between workers in work activities. Desler (2001) reveals that the underlying causes of accidents are (1) unsafe conditions (2) unsafe actions. The biggest employee accidents contributed by human unsafe actions amounted to 78% and hazardous conditions of equipment 20% and other factors 2% (Fathoni, 2008) Employees who do not understand and are careful about the importance of work safety can reduce performance.



Hazard indicators in mining are divided into 3 parts, namely (1) danger to humans (2) danger to the equipment and (3) danger to the environment. Dangers to humans can be known from the behavior / actions safe or not from a worker, while to know the hazards that can be seen from (1) Is a safe tool to use (2) Is the tool used safely (3) the equipment is used according to its designation. Work safety goals can be achieved by: (1) building safe work (2) creating conducive orderly work (3) eliminating or reducing the level of accidents in the workplace (4) creating the importance of work safety and improving performance (Rivai, 2008). Nitisemito (1996) divides the factors that influence occupational safety and health into: (1) environmental / workplace factors (2) employee conditions (3) work equipment (4) how workers work.

### **B. Job satisfaction**

Job satisfaction is one of the elements of performance. Job satisfaction has a significant relationship with organizational commitment (Wibowo, 2016). Mangkunegara (2008) defines job satisfaction as an individual feeling that can encourage or not encourage the enthusiasm of employees associated with the work. Job satisfaction is in the form of an emotional attitude (work morale, discipline, and achievement) in realizing company goals (Hasibuan, 2013). Furthermore, Luthans (2006) defines Job Satisfaction as a positive individual emotional condition that comes from the assessment of work or one's experience at work. Job satisfaction according to Luthan (2006) has components including:

a. Wages / Salaries

Employees want wages that are in accordance with their workload.

b. Work,

Interesting work will give employees experience to be responsible for their work.

c. Promotional opportunities

Promotional opportunities will motivate employees to develop and advance so that they can develop themselves as examples: awards, promotion and promotion levels above.

d. Boss / Supervision

The boss must have the nature of decision making that can be accounted for to his subordinates, directly or indirectly.

e. Co-workers

Co-workers have a role in influencing the level of employee satisfaction in work.

### **C. Organizational Commitment**

Allen and Meyer (1990) define organizational commitment as a psychological condition of someone who is bound by an organization. Furthermore Porter et al (1973) revealed that organizational commitment is the basis of employees involved in the organizational structure. Allen and Meyer (1990) proposed a model that underlies commitment to:

1. Individual Characteristics - Characteristics of these individuals have a direct relationship with organizational commitment such as age, length of work, marital status, gender and level of education.
2. Job Characteristics - This character is related to position, working hours, job challenges, level of difficulty in work.



3. Work Experience - Work experience has the main strength in social interaction. Employees who have high work experience can easily interact socially and solve problems.
4. Structural Characteristics - Structural Characteristics are characteristics that are used to increase individual commitment to the organization, including opportunities for promotion of position, form of organization, supervision and control of members.

Allen and Meyer divided the three dimensions of commitment into:

1. Affective Commitment

Affective Commitment is the desire of employees to participate in implementing organizational goals and participate in activities. Members of the organization with this commitment need the organization because the desire to fulfill. (*want to*)

2. Continuity commitment

Continuence commitment is related to economic considerations in which a person assesses what must be sacrificed if leaving work. Thus, employees will remain in the organization for fear of losing the contribution given to the organization. Members of the organization that have this commitment need the organization to stay in it (*need to*).

3. Normative commitment

This commitment is related to the fact that members remain members of the organization due to normative reasons namely morality and ethics. Responsibility for jobdesk given as members is obeyed and executed. Members of the organization who have this commitment feel they must remain in this organization (*ought to*).

#### D. Organizational Commitment

Performance becomes a benchmark for a person's ability to complete jobdesk from the work that has been attached to it. In Human Resources, performance is an important part of achieving productivity. A company that can produce high productivity will affect the company's lifetime can be competitive.

Mangkunegara (2009) reveals performance as a result of the quantity and quality of achievement that is his duty. According to Wibowo (2016) performance as a result of task achievement. Performance includes everything that is his responsibility with the steps to do it. Hasibuan (2013) defines employee performance as the work that has been achieved by employees in carrying out their work based on intelligence and work experience and sincerity. Performance is the work of employees as a whole which consists of effectiveness, efficiency and reliability (Tsao, et al, 2005).

According to Armstrong and Baron in Wibowo (2016) performance is influenced by several factors below:

1. Individual factors - This individual factor is indicated by individual expertise, personal competence, motivation and personal commitment.
2. The leadership factor - The leader factor in giving direction, motivation, guidance, and leadership skills.



3. Factor of cooperation - The cooperative factor is determined by the work team's bond to achieve the goal.
4. Management factors - System or management factors are related to the existence of a work system and supporting facilities to work provided by the company.
5. Contextual factors - The contextual factors relate to the pressure emanating from changes in the environment, both internal and external, of the company carried out by a manager or leader.

Kaswan (2015) quotes Bernardin and Russel as saying that in measuring employee performance there are six indicators that can be described as follows:

a. Quality.

This quality indicator is related to the process and results in fulfilling an almost perfect goal. Good quality is indicated by the quality standards that are met.

b. Quantity.

The Quantity Indicator is related to the amount produced. The higher the quantity produced means high performance.

c. Supervision.

Oversight Indicators relate to the ability of employees to complete work without being supervised or guided by their supervisor continuously.

d. Punctuality.

Timeliness indicators can be seen from the accuracy of employees in producing a product based on a predetermined time.

e. Cost effective.

An effective cost indicator is an indicator that can be known from a person's ability to streamline the cost of production, management of people, materials, and technology to achieve production.

f. Interpersonal impact.

Interpersonal impact indicators relate to someone's attitude such as self-esteem, cooperation, desire to do good between workers.

### **III. RESEARCH METHODS**

This study uses a quantitative method by field research through questionnaires to obtain respondent data. Research location is PT Ansaf Inti Resources especially Site Loa Kulu. The research subjects were employees who worked with PT Ansaf Inti Resources and its subcontractors such as Asia Prima Cemerlang, Tirta Utama Sejahtera and Ansaf Management Systems. The total number of questionnaires distributed was 198 copies and 187 copies were returned. Thus, the respondents used were 187 respondents. Research objects are organizations with research variables: (1) OSH (Occupational Health and Safety), (2) Job Satisfaction, (3) Organizational Commitment, and (4) Employee Performance. Question points in this study can be described as follows:





Table Indicator

Variabel	Operational Definition	Indicator
OSH(Occupational Safety and Health)	Occupational Safety and Health is an effort to prevent from accidents and protect the body to be healthy in the work.	<p><b>1. Work Environment</b></p> <p>a. A safe work environment.</p> <p>b. Comfortable environmental conditions.</p> <p><b>2. Employee conditions</b></p> <p>a. Use of Personal Protective Equipment.</p> <p>b. Work Knowledge and Skills.</p> <p>c. Healthy condition and not fatigue.</p> <p><b>3. Work equipment</b></p> <p>a. Safe use of equipment.</p> <p>b. Work equipment is safe to use.</p> <p><b>4. Employee Workings</b></p> <p>a. Work according to SOP.</p> <p>b. Work according to jobdesk</p> <p>c. Work according to working hours.</p> <p><b>5. Health Insurance</b></p> <p>a. Sports facilities are available.</p> <p>b. Nutritious food is available.</p> <p>c. Health services</p>
Job satisfaction	Job Satisfaction is defined as the satisfaction of a worker towards his job by considering all aspects of work.	<p><b>1. Wage / Salary</b></p> <p>a. Satisfied with company salary.</p> <p>b. Workload according to salary.</p> <p><b>2. The job itself</b></p> <p>a. Work as desired.</p> <p>b. There are job challenges.</p> <p><b>3. Promotion</b></p> <p>a. Opportunities are promoted.</p> <p>b. Opportunities to expand expertise.</p> <p><b>4. Regulations</b></p> <p>a. Supervision by superiors.</p> <p>b. Motivation from superiors.</p> <p><b>5. Work Partners</b></p> <p>a. Good relationship with friends.</p> <p>b. Willing to help colleagues.</p>
Organizational Commitment	Organizational commitment is the attitude or behavior to join an active role in the organization and become part of	<p><b>1. Affective Commitment</b></p> <p>a. Work until the project is complete</p> <p>b. Emotional ties with the company.</p> <p><b>2. Continuance Commiment</b></p>



Variabel	Operational Definition	Indicator
	the organization to realize the planned organizational goals.	a. Need work in the company. b. Feeling lost leaving the company. <b>3. Normative Commiment</b> a. Unethical leaving the company. b. Loyalty to the company.
Employee performance	Employee Performance is the level of an employee's ability to complete a job according to his duties to achieve company goals.	<b>1. Quality</b> a. Carefully finish the job. b. Complete work on time. <b>2. Quantity</b> a. Work is completed according to the specified time limit. <b>3. Supervision</b> a. Complete the job without supervising your supervisor. <b>4. Timeliness</b> a. Timely work. b. Do not delay work. <b>5. Creativity</b> a. Creativity in work. b. Use of free time for development. <b>6. Interpersonal impact</b> a. Working with the team. b. Do good with colleagues.

Source: Primary Data processed 2018

Respondents were selected by sampling method focusing more on employees who were directly involved in production activities. The questionnaire uses a Likert scale with a scale of 1-5.

#### IV. DEVELOPMENT OF HYPOTHESES

##### a. Relationship between OSH (Occupational Safety and Health) Employees with Employee Performance

One of the roles of occupational safety and health in addition to avoiding hazards is to increase work excitement, work participation and work harmony (Mangkunegara (2010). Yusuf et al (2012) revealed that OSH must be weighed more seriously by companies with a focus on preventing occupational safety and OSH in the production process. Management policy in structuring employees towards safe behavior needs to be implemented, namely by reporting any actions that can cause harm with Hazard Report (Gbadago, 2017). Employee Performance is influenced by Occupational Safety and Health with elements such as good moral conditions, low stress levels, the existence of OSH training, use Personal Protective Equipment, compliant



with rules and preventive measures, thus OSH (Occupational Health and Safety) can increase productivity (Notoatmodjo, 2009) so that hypotheses can be compiled as follows:

**H1: OSH (Occupational Safety and Health) Employees have a positive and significant effect on Employee Performance**

**b. Relationship between Job Satisfaction and Employee Performance**

Mowday et al. (1982) revealed that job satisfaction has the same portion of performance improvement. Steers' (1977) revealed that job satisfaction affects employee performance. Job satisfaction is shown by workers who work in the work environment by obtaining results in accordance with their expectations. The more employees are satisfied, the performance will be high. Job satisfaction can be influenced by environmental conditions, work discipline, and level of work attendance. Employees who are comfortable and have a high level of job satisfaction with their jobs tend to have good performance. The manager must be able to guide his subordinates in resolving the problem so that when the task can be resolved the employee will be loyal to his boss so can create job satisfaction (Khan et al, 2016). Job satisfaction and employee performance can change with the development of the work environment, psychological, sociological and economic aspects so that maintenance of job satisfaction must be maintained by company management. Job satisfaction creation can be triggered by using salaries, incentives, motivations, gifts, encouragement and supervisor roles, and promotion for high performance so that hypotheses can be compiled as follows:

**H2: Job Satisfaction has a positive and significant effect on Employee Performance**

**c. Relationship between OSH (Occupational Safety and Health) Employees with Organizational Commitments**

Hanggraeni (2012) defines health and safety as a system of prevention against the possibility of accidents during work activities and prevent the onset of illness from social contact between workers in the work. The participation of employees in the organization can be done by protecting himself from harm and creating personal safety and personal health. Employee implementation in occupational safety and health aspects can improve the security culture (Zohar, 2000). Organizational commitment can be implemented by creating work safety and health programs as well as creating a safe work environment with accident prevention, OSH assistance and handling training, safety and risk management procedures, occupational health and safety rules, and organizational security support (Kayzak et al, 2016). The awarding of OSH, safety talk, and the provision of OSH facilities and infrastructure can improve work safety which will affect organizational commitment. Thus a hypothesis can be prepared as follows:

**H3: Employee Safety and Health Work has a positive and significant effect on Organizational Commitment**

**d. Relationship between Job Satisfaction and Organizational Commitment**

Luthan (2006) revealed that job satisfaction is an emotional condition of a person to do work that will affect salary income, supervision, the existence of relationships between workers. Aranachalam and Palanicham (2017) found elements of employee empowerment, closeness to the team, and assessment systems related to job satisfaction. The importance of supervision, the





attitude of co-workers, the interrelationship of work can provide organizational commitment (Silva, 2006) categorized in Affective Organizational Commitment. Continuance Organizational Commitment and Normative Organizational Commitment so that hypotheses can be prepared as follows:

**H4: Job Satisfaction has a positive and significant effect on Organizational Commitment**

**e. Relationship between Employee Safety and Health with Job Satisfaction**

Work not only gets safety but also gets job satisfaction (Yusuf et al, 2012). Job satisfaction will be influenced by supervisor controls in their work, salaries, and safe working conditions (Mudor and Tooksoon, 2011). Job satisfaction can be felt by employees with safe and protected conditions. Accidents can be prevented by regulations in working with a safe atmosphere, security supervision, and implementation of a safe work program that covers occupational health and safety. Sembe and Ayuo (2017) revealed that the dangers that arise in the workplace have the potential to disrupt employees' welfare, one of the precautions is to eliminate accidents and diseases (Alremewi et al, 2018) so that hypotheses can be compiled as follows:

**H5: Employee Safety and Health has a positive and significant effect on Job Satisfaction.**

**f. Relationship of Organizational Commitment with Employee Performance**

Performance indicators can be translated into quality, quantity, supervision, timeliness, cost effective and interpersonal impact (Kaswan in Bernardin and Russel, 2015). Employee performance as a result of the quality and quantity of work that has been completed. High organizational commitment will shape high employee performance as well. The work environment also participates in influencing organizational commitment (Memari et al, 2013) so that corporate objectives can be achieved (Runawas, 2015). In addition, to improve performance, it is necessary to have a manager who is directly involved in the work to provide motivation in work that can improve employee performance (Ebrahimzadeh and Gholami, 2016), so that hypotheses can be compiled as follows:

**H6: Organizational Commitment has a positive and significant effect on Employee Performance**

## **V. RESULT AND DISCUSSION**

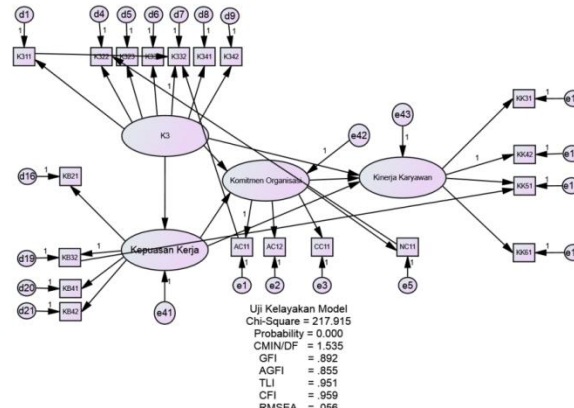
### **A. Description of Characteristics of Respondents**

Field results data as many as 187 respondents were processed using IBM SPSS version 24 software with cross tab techniques and frequency of education, age, gender, position, length of work, and marital status. Most employee education is high school 55.6% and junior high school 30.5%. The highest employee age is 17-30 years which is 51.3% followed by 31-40 years 27.3%. Gender 95.7% male and 4.3% female. The period of 1-2 years is 42.8% and 0-6 months is 29.4%, 7-12 months 19.8% and > 2 years 8%. It can be concluded that the employees of PT Ansaf Inti Resources are dominated by male workers with a teenage age with a standard education level.

### **B. Results of SEM Analysis**



a. The path diagram for the full analysis of the standardized modification model is described below:



Picture: Full Model Valid SEM (Modified Index)

b. Test Assumptions SEM (Validity, Reliability, Normality, and Outliers)

After testing the validity, reliability and outlier indicators from the research remain 39 indicators which mean all indicators are valid. Outliers test results with Mahalanobis Distance criteria indicate that the data is free from outliers. Reliability test by knowing the Cronbach Alpha value that has a requirement of  $> 0.70$ , even though the values of  $0.60 - 0.70$  can be accepted (Hair et al in Latan, 2013). Normality test is seen by comparing the cr (critical ratio) value on assessment of normality with a critical value of  $\pm 2.58$  at the 0.01 level (Ferdinand, 2006). If there is a c.r value that is greater than  $\pm 2.58$  then the data distribution is not normal. Non-normal multivariate data distribution was solved using bootstrapping with the bollen-stine method from the sample 171 to 500 and obtained the value of  $p = 0.313$  so that the research could continue.

c. Evaluation of Goodness-of-Fit Criteria

Table Goodness-of-Fit

Criteria	Cut off Value	Test Result	Conclusion
X <sup>2</sup> -Chi Square (df = 142, P= 0,005)	< 170.8	217.915 > 170.8	UnFit
Significance Probability (P)	$\geq 0,05$	0.000 < 0,05	UnFit
CMIN/DF	$\leq 2.00$	1.535	Fit
GFI	$\geq 0,90$	0.892	Marginal Fit
AGFI	$\geq 0,90$	0.855	Marginal Fit
CFI	$\geq 0,90$	0.959 > 0,90	Fit
NNFI/TLI	$\geq 0,90$	0.951 > 0,90	Fit
RMSEA	$\leq 0,08$	0.056 < 0,08	Fit

Source: Primary Data processed 2018



Based on the table above, the criteria tested produced 4 Fit, 2 Marginal Fit, and 2 were not fit so that globally this research could be said to be fit. This is in accordance with Ghozali's (2009) opinion, stating that if there are one or two criteria of Goodness of fit that fulfill.

Table :Hypothesis testing

Hypothesis	Estimate	S.E.	C.R.	P	Conclusion
H1 : OSH → Employee Performance	0.256	0.181	2.246	0.025	Significant
H2: Job Satisfaction → Employee Performance	-0.169	0.290	-0.747	0.455	Not Significant
H3: OSH → Organizational Commitment	0.119	0.161	1.043	0.297	Not Significant
H4: Job Satisfaction → Organizational Commitment	0.781	0.168	5.266	***	Significant
H5 : OSH → Job Satisfaction	0.747	0.157	5.928	***	Significant
H6: Organizational Commitment → Employee Performance	0.758	0.251	3.412	***	Significant

Source: Primary Data processed 2018

Based on the table above, there are 4 accepted hypotheses and 2 hypotheses rejected

#### d. Mediation Testing

Table: Mediation

Indirect influence of variables	Direct	Indirect	Ket
OSH influences Employee Performance with Organizational Commitment as mediation.	0.256	0.406	Supported
Job Satisfaction affects Employee Performance with employee commitment as mediation.	-0.169	0.592	Supported

Source: Primary Data processed 2018

In this study the value of standardized indirect effects OSH (0.406) and Job Satisfaction (0.592) while the values of standardized direct effects OSH (0.256) and Job Satisfaction (-0.169). Based on these data standardized indirect effects > standardized direct effects, OSH (Occupational Safety and Health) and Job Satisfaction on Employee Performance are influenced by the mediation of Organizational Commitments.



## **VI. CONCLUSION**

The results obtained are K3 (Occupational Safety and Health) which has a positive and significant effect on Employee Performance and Job Satisfaction. K3 has no effect on Organizational Commitment. Job Satisfaction has a positive and significant effect on Organizational Commitment. While Organizational Commitment as Mediation of Job Satisfaction in improving Employee Performance.

K3 has a role in creating a safe work environment with the achievement of high satisfaction so as to improve employee performance. Organizational Commitment plays a role in creating Employee Performance to achieve high work productivity.

## **VII. RECOMMENDATIONS**

Based on the results of the research obtained, there are several suggestions for the organization as material in policy formulation, as well as suggestions for further research to be able to refine the findings that have been produced from this study.

1. Suggestions for Organizations:

Elements of Occupational Safety and Health are things that need to be considered to achieve high productivity. Thus indirect costs can be suppressed and will create superior employees. The need for the creation of Organizational Commitments to increase Employee Performance, this is because Employee Performance can be improved through Job Satisfaction by being mediated by Organizational Commitment so that it will influence the realization of the company's mission and vision.

2. Suggestions for Researchers:

Researchers must emphasize the ineffectiveness of Job Satisfaction on Employee Performance and can add Insensitive Variables in subsequent research.

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