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THE ROLE OF OCCUPATIONAL SAFETY AND HEALTH IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract:
This study examines the role of occupational safety and occupational health in improving employee performance at CV. Auto Nusa Abadi Kupang. The research uses a quantitative approach with a survey method, involving 68 employees as respondents. Occupational safety and occupational health serve as the independent variables, while employee performance acts as the dependent variable. Data were analyzed using descriptive statistics and multiple linear regression to determine both partial and simultaneous effects. The results show that occupational safety significantly affects employee performance, and occupational health also has a significant effect. Simultaneously, both variables contribute to improving performance indicators, including work quality, productivity, responsibility, teamwork, and initiative. The study highlights the importance of implementing occupational safety and health programs as strategic efforts to enhance performance and create a secure, healthy, and productive work environment.

Keywords: Occupational Safety, Occupational Health, Employee Performance

INTRODUCTION

Human resources are a strategic asset that determines organizational success. Optimal employee performance is required to ensure that organizations can achieve their objectives, increase productivity, and maintain a competitive advantage. Employee performance is influenced by various factors, one of which is a safe and healthy working environment. Occupational Safety and Health (OSH) is an essential component of human resource management because it is directly related to protecting employees from physical and mental risks arising during work activities.

Occupational safety encompasses efforts to prevent workplace accidents, compliance with operational standards, the use of personal protective equipment, and supervision of work procedures. Occupational health, on the other hand, relates to maintaining employees' physical, mental, and social well-being to ensure sustainable productivity, including environmental control, supporting facilities, and health monitoring. Previous studies indicate that effective OSH implementation enhances work comfort, minimizes accident risks, and reduces absenteeism, which ultimately contributes to improved employee performance.

However, in practice, some organizations still treat OSH programs as complementary rather than as integrated strategies within performance management. This condition creates a gap between the recognized importance of OSH and its actual implementation. In addition, studies examining the relationship between occupational safety, occupational health, and employee performance in the automotive service industry remain limited, particularly from a human resource management perspective.

Therefore, this study aims to analyze the effect of occupational safety and occupational health on employee performance. The findings are expected to contribute theoretically to the development

of human resource management literature and practically to organizational policy formulation related to OSH in supporting performance improvement.

METHODS

This study uses a quantitative approach with a survey method. The quantitative approach was chosen because the research seeks to test the influence of occupational safety and occupational health on employee performance through statistical analysis, allowing for objective measurement of relationships between variables. The research population consisted of all 68 employees of CV. Auto Nusa Abadi Kupang. Due to the relatively small population size, a saturated sampling technique was applied, meaning that all members of the population were included as research samples.

Data were collected through structured questionnaires developed based on indicators for each variable. The questionnaires were distributed to respondents to obtain data on their perceptions of occupational safety, occupational health, and employee performance. The research instrument employed a five-point Likert scale.

The collected data were analyzed using multiple linear regression to examine the partial and simultaneous effects of occupational safety and occupational health on employee performance. Data processing was conducted using the Statistical Package for the Social Sciences (SPSS). The t-test was used to assess partial effects, the F-test to examine simultaneous effects, and the coefficient of determination (R^2) to determine the contribution of independent variables to the dependent variable.

RESULT AND DISCUSSION

The results indicate that occupational safety plays a crucial role in shaping employee performance. Employees who feel safe while performing their tasks tend to work more calmly, cautiously, and with reduced psychological pressure, as they are not overly concerned about workplace accident risks (Heykal et al., 2024). This condition enhances work effectiveness through improved concentration, accuracy, and compliance with work procedures. A safe working environment also helps maintain consistency in work quality, reduces error rates, and improves task completion timeliness. These findings suggest that occupational safety functions as a supporting factor in creating a conducive work atmosphere for performance improvement.

In addition to occupational safety, the study also finds that occupational health contributes positively to employee performance. Adequate occupational health programs, including health monitoring, availability of appropriate work facilities, and maintenance of cleanliness and physical comfort in the workplace, help sustain employee stamina and work endurance. Employees who are physically healthy and mentally fit are better able to complete tasks, demonstrate discipline, and maintain higher work motivation. Thus, occupational health supports performance achievement through physical and psychological stability.

Furthermore, the findings reveal that occupational safety and occupational health do not operate independently but reinforce each other in supporting employee performance. A safe working environment without adequate health conditions may still result in physical fatigue or psychological discomfort. Conversely, good health facilities combined with high workplace accident risks may generate anxiety and disrupt work concentration. The consistent integration of occupational safety and health creates a balance that enables employees to work optimally, efficiently, and responsibly. These results indicate that OSH is an integral component of employee performance improvement strategies within human resource management.



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Table 1. Summary of Occupational Safety and Health Findings on Employee Performance

Variable	Main Findings	Implications for Performance
Occupational Safety	Safe and procedural work environment with minimal accident risk	Improved work quality, reduced errors, and better timeliness
Occupational Health	Employees' physical and mental conditions are well maintained.	Increased productivity, reduced absenteeism, and higher motivation.
Occupational Safety & Health	Integrated safety and health aspects	Overall improvement in employee performance through comfort and efficiency

This study aims to explain the effect of occupational safety and occupational health on employee performance. The findings demonstrate that occupational safety significantly contributes to improved employee performance. Employees working in safe environments tend to reduce work errors, enhance accuracy, and maintain consistency in work output quality. These results indicate that occupational safety functions not only as physical protection but also as a psychological factor supporting work behavior stability.

These findings align with human resource management literature that positions occupational safety as an external factor influencing productivity. A safe working environment minimizes anxiety related to occupational risks, allowing employees to focus their cognitive capacity on task completion. Previous studies in industrial and service sectors also report similar relationships, showing that occupational safety implementation reduces injury rates, minimizes operational downtime, and enhances workflow efficiency. Thus, this study confirms theoretical assumptions that occupational safety supports organizational operations through individual performance enhancement.

In addition, the study finds that occupational health contributes to performance improvement. Employees with maintained physical and mental conditions are better able to sustain work endurance, meet job demands, and maintain productivity rhythms. These findings reinforce the strategic importance of occupational health in sustaining performance. From a theoretical perspective, occupational health relates to work ability theory, which posits that employee capability results from the interaction between functional capacity and job demands. Accordingly, occupational health enables employees to optimally utilize their work abilities.

The study also demonstrates that occupational safety and occupational health have simultaneous effects on employee performance. The combination of a safe working environment and good health conditions creates higher comfort and efficiency. This finding is consistent with the principle that work performance results from the integration of individual conditions and the work environment. Occupational safety reduces external risks and disturbances, while occupational health maintains employees' internal resilience. The integration of both factors implies that performance management cannot be separated from OSH management practices.

From a scientific perspective, this study strengthens the theoretical position that employee performance is influenced not only by internal factors such as motivation and competence, as emphasized in traditional performance models, but also by environmental work conditions. Thus, this research contributes theoretically by expanding performance studies to include occupational safety and health as relevant performance determinants in modern organizations.

CONCLUSION

This study concludes that occupational safety and occupational health play significant roles in improving employee performance. A safe working environment enables employees to work with greater focus, accuracy, and consistency, thereby enhancing work quality. Meanwhile, well-maintained occupational health conditions allow employees to sustain stamina and work endurance over extended periods. These two variables not only exert separate influences but also complement each other in creating a work environment conducive to performance improvement. Theoretically, this study broadens the understanding that employee performance is influenced not only by internal factors such as motivation and competence but also by external factors in the form of safe and healthy working conditions.

Based on these conclusions, organizations are recommended to integrate occupational safety and health into human resource management policies. Consistent implementation of occupational safety through clear work procedures, provision of personal protective equipment, and operational supervision can enhance employees' sense of security and reduce potential operational losses. Meanwhile, occupational health management through maintaining adequate physical environments, providing health facilities, and supporting physical and psychological balance can improve employee endurance and productivity. From an academic perspective, future research may examine mediating or moderating variables such as work stress, organizational commitment, or job satisfaction, and expand research contexts and methods to achieve a more comprehensive understanding of the relationship between OSH and employee performance.

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