

THE INFLUENCE OF K3, WORKLOAD AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION

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Abstract: *This research aims to examine the influence of K3, workload and work environment on employee performance through job satisfaction. This research is a quantitative research using a saturated sample of all employees at PT Varia Usaha Beton Gempol Pasuruan Area, East Java, Indonesia are 69 people. The results of the questionnaire distributed via Google Form were processed using the SPSS 25.0 program. The research results are as follows: K3 has a significant effect on job satisfaction and employee performance, Workload and work environment have no significant effect on job satisfaction and employee performance, Job satisfaction has a significant effect on employee performance, but job satisfaction does not mediate K3, workload and work environment on employee performance. This research aims to fill the gap by examining the relationship between K3, workload, work environment, job satisfaction and employee performance. Thus, it is hoped that this research can provide a more comprehensive understanding of the factors that influence employee performance at PT Varia Usaha Beton and provide a significant contribution to the development of knowledge in the field of human resource management.*

Keywords: *Employee Performance, Job Satisfaction, K3, Workload, Work environment.*

1. Introduction

In today's competitive business environment, improving employee performance has become a major focus for companies to achieve competitive advantage. One known way to achieve this is through increasing employee job satisfaction. Job satisfaction is considered an important indicator of employee well-being and overall company performance (Smith & Johnson, 2019). However, job satisfaction can be influenced by various factors, including Occupational Health and Safety (K3), the level of workload experienced by employees, and working environmental conditions in the workplace.

Previous research has shown that good K3 practices can increase employee job satisfaction. For example, research by (Garcia & Martinez, 2017) found that employees who feel safe and protected at work tend to have higher levels of job satisfaction. Likewise, appropriate workload also plays an important role in determining job satisfaction. (Brown & Jones, 2018) found that employees who feel overburdened may experience low job satisfaction, which in turn can affect their performance. Apart from that, a conducive work environment was also found to have a positive impact on employee job satisfaction, as stated by (Liu & Zhang, 2015).

However, there are several knowledge gaps that still need to be addressed. Most studies tend to examine the influence of these factors separately, with few studies integrating OHS, workload, and work environment in one framework (Wang & Chen, 2016). Therefore, more comprehensive research is still needed that considers these three factors together.

Employees at PT Varia Usaha Beton experience significant challenges related to Occupational Health and Safety (K3), heavy workloads, and an unsupportive work environment. This condition can cause a decrease in job satisfaction, affect motivation, and hinder overall

employee performance. The impact can be an increased risk of injury, stress and decreased productivity which has the potential to be detrimental to the company.

Industry-specific research, such as manufacturing or construction, is limited. Each industry may have unique characteristics that influence the relationship between K3, workload, work environment and employee job satisfaction. Therefore, more specific research is needed in specific industrial contexts to better understand its impact (Lee & Park, 2014). PT Varia Usaha Beton, as a company operating in the concrete sector, is no exception to this challenge. Hence, the objective of this study is to explore the impact of Occupational Health and Safety (K3), workload, and work environment on employee performance through job satisfaction at PT Varia Usaha Beton.

Through more in-depth and focused research to address this knowledge gap, it will be an important step in understanding how these factors together influence employee performance through job satisfaction. This will not only provide new insights for human resource management theory, but also provide practical guidance for companies to improve employee performance and achieve competitive advantage.

2. Research Method

Based on the objective to be achieved in this research, namely explaining the influence between variables, explanatory research employing quantitative methods is utilized in this study, with a questionnaire serving as the primary data collection tool. The independent variables examined in this research encompass K3, workload, and work environment, while the dependent variable under scrutiny is employee performance.

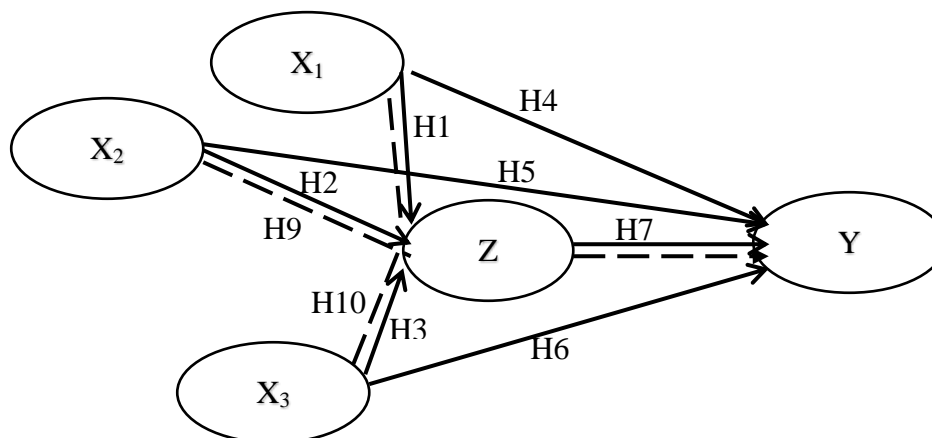


Figure 1 Conceptual Framework

Information:

X1 = K3

X2 = Workload

X3 = Work environment

Z = Job satisfaction

Y = Employee performance

In research carried out on samples that represent the population. The sample selection for this research was carried out using saturated sampling. Where the sample in this study is a

population, namely all employees at PT Varia Usaha Beton Gempol Pasuruan Area are 69 people.

To avoid different understandings of the variables used in this research, it is necessary to make limitations or definitions of each variable as follows:

1. Occupational Safety and Health/K3 (X1)

K3 is a very important aspect in the modern work environment which focuses on employee welfare and company productivity. K3 includes a set of practices, policies and procedures designed to protect employees from hazards and risks that may occur in the workplace, as well as promote healthy and safe working conditions.

In general, safety refers to efforts to prevent accidents and injuries in the workplace, while occupational health is concerned with maintaining the physical and mental health of employees while they work. In this context, K3 covers various aspects, including identification of potential risks, accident prevention, control of hazardous materials, safety training, monitoring of working conditions, and mental health support.

In designing research instruments that cover aspects of Occupational Safety and Health (K3), it is necessary to consider concepts that emerge from K3 management theory such as the Zero Accident approach and the human error theory put forward by (Haddon Jr, 1980). The following are several indicators that can serve as a basis for developing this research instrument.

- a. Compliance with Safety Procedures: This indicator evaluates how well employees at PT Varia Usaha Beton comply with the safety rules set by the company. This may include the level of compliance with the use of personal protective equipment (PPE), use of equipment according to guidelines, and compliance with other safety procedures (Haddon Jr, 1980).
- b. Incidents: This involves the number and types of events or incidents that occur in the work environment of PT Varia Usaha Beton. This includes minor accidents, serious injuries, or even events that have the potential to be fatal (Haddon Jr, 1980).
- c. Safety Violation Rate: This indicator evaluates how often or to what extent the safety rules set by the company PT Varia Usaha Beton are violated. This includes violations of safety procedures, use of equipment, or safe work practices (Reason, 1990).
- d. Safety Culture: This involves the norms, values and beliefs related to safety in the work environment of PT Varia Usaha Beton. It reflects how important safety is perceived by employees and the organization as a whole (Reason, 1990).
- e. Human Error Analysis: This involves recognizing and reviewing the factors that cause human errors that have the potential to result in accidents at PT Varia Usaha Beton. This may include assessing fatigue, lack of training, or confusion that may impact performance and safety (Reason, 1990).
- f. Effectiveness of the K3 System: This indicator evaluates the level of effectiveness of the Occupational Safety and Health (K3) system implemented by the company PT Varia Usaha Beton in preventing accidents and injuries in the work environment (Haddon Jr, 1980).

2. Workload (X2)

The workload pertains to the volume of tasks that need to be completed within a set period. How workload is managed can either enhance or hinder productivity, depending on the person's capacity to handle the responsibilities. Therefore, a thorough assessment is essential to prevent the development of a stressful work atmosphere and decreased efficiency caused by an overwhelming workload (KUSWANDI, n.d.). Workload is a concept that describes the

number and types of tasks that an individual must perform in their work environment. It includes all activities, responsibilities, and obligations assigned to an employee within the scope of his or her employment. Workloads can vary from physical work requiring strength and stamina to mental work requiring critical thinking and creativity.

Apart from that, workload is also related to the concept of work-life balance. This balance refers to the extent to which individuals can integrate their work with their personal lives without causing conflict or excessive stress. A study by (Greenhaus & Beutell, 1985) showed that employees who can achieve a good work-life balance tend to be more satisfied with their jobs and have lower levels of stress.

Based on job stress theory and the Job Characteristics Model by (Hackman & Oldham, 1976), several relevant workload indicators can be identified. These indicators help in understanding the extent to which workload influences job satisfaction and impacts employee performance. Here are some workload indicators:

- a. **Task Variety:** This indicator measures the extent to which work provides variation in the tasks that must be carried out by employees at PT Varia Usaha Beton. Diverse tasks can prevent employees from boredom and monotony, increasing interest and involvement in work (Hackman & Oldham, 1976).
 - b. **Task Identity:** This indicator assesses the extent to which employees at PT Varia Usaha Beton can see the final results of the tasks they carry out. Identification with the end result of work can increase motivation and job satisfaction (Hackman & Oldham, 1976).
 - c. **Autonomy:** This indicator measures the level of control and freedom that employees at PT Varia Usaha Beton have in completing their tasks. Greater autonomy allows employees to use their personal creativity and initiative at work (Hackman & Oldham, 1976).
 - d. **Feedback:** This indicator evaluates the ability of employees at PT Varia Usaha Beton to receive information about their performance from the work environment. Clear and constructive feedback can help employees understand how well they are doing their jobs, which in turn increases job satisfaction (Hackman & Oldham, 1976).
 - e. **Work-Life Balance Approach:** This indicator assesses the extent to which employees at PT Varia Usaha Beton can achieve balance between work and their personal lives. A good balance between these two aspects can contribute to employee job satisfaction and performance (Greenhaus & Beutell, 1985).
3. **Work environment (X3)**

The work environment is the physical, social, and psychological context in which individuals work to complete their tasks. This environment includes all elements that influence employees' daily experiences and interactions in the workplace. A good work environment can increase employee productivity, well-being and satisfaction, while a non-conducive environment can result in stress, discomfort and decreased performance.

Work environment indicators that cover various aspects relevant to employee well-being and performance in the workplace which can be the basis for developing research instruments. Here are some indicators that can be used:

- a. **Work Environment Flexibility:** This indicator measures the extent to which the work environment at PT Varia Usaha Beton can be adapted to individual or team needs (Burns & Stalker, 1994).
- b. **Responsiveness to Change:** This indicator evaluates the extent to which the work environment at PT Varia Usaha Beton can adapt to internal and external changes (Burns & Stalker, 1994).

- c. **Social Engagement:** This indicator assesses the level of social interaction between individuals and co-workers, superiors and other parties in the work environment at PT Varia Usaha Beton (Bronfenbrenner, 1979).
 - d. **Physical Environment Suitability:** This indicator evaluates the suitability between the physical design of the work space and the ergonomic and psychological needs of employees at PT Varia Usaha Beton (Bronfenbrenner, 1979).
 - e. **Social Support:** This indicator measures the level of support an individual receives from colleagues, superiors, and the organization in handling work tasks and problems at PT Varia Usaha Beton (Bandura & Walters, 1977).
4. **Job satisfaction (Z)**

Job satisfaction is a concept that refers to the positive or negative evaluation an individual has of his or her job. This includes the extent to which individuals feel satisfied, happy, or fulfilled with the work they do, including various aspects such as the work environment, job responsibilities, interpersonal relationships in the workplace, salary, career development opportunities, and recognition for their contributions.

From the Hygiene-Factor Model theory by (Herzberg et al., 1959), there are indicators that can be used as research instruments to measure employee job satisfaction. The following are these indicators:

- **Hygiene Factors:**
 - a. **Salary:** Financial compensation received by employees at PT Varia Usaha Beton.
 - b. **Working Conditions:** Physical facilities and working conditions at the workplace at PT Varia Usaha Beton.
 - c. **Company Policy:** Organizational policies related to employees, such as leave and allowance policies at PT Varia Usaha Beton.
- **Motivational Factors:**
 - a. **Achievement:** Recognition of the achievements and contributions of employees at PT Varia Usaha Beton.
 - b. **Recognition:** Appreciation and praise for the performance of employees at PT Varia Usaha Beton.
 - c. **Responsibilities:** Level of autonomy and responsibility in work at PT Varia Usaha Beton.

5. **Employee Performance (Y)**

Employee performance pertains to an individual's accomplishments, which are evaluated based on the benchmarks or criteria established by the organization. Employee performance is something that is assessed by what an employee does in terms of performance (Jatiningrum et al., 2023). Employee performance is an important concept in human resource management which includes evaluating the quality and quantity of individual work results in achieving organizational goals. It includes the extent to which an employee achieves the standards, targets, or expectations that have been set by the organization or their superiors. The concept of employee performance covers various aspects of work results, including productivity, work quality, innovation, attendance, and contribution to the overall success of the organization.

Based on expectancy theory (Expectancy Theory) by (Vroom, 1964) and recognition theory (Recognition Theory) by (Rynes et al., 2004), there are several indicators that can be used to create research instruments to measure employee performance. Here are some relevant indicators:

- a. **Motivation Level:** This indicator reflects how motivated employees are to achieve the goals and standards set by the organization. The level of motivation can be measured

through the evaluation of individuals' expectations of work outcomes and their beliefs about the associated consequences, such as promotion or recognition of achievements (Vroom, 1964).

- b. Effectiveness in Achieving Goals: This indicator measures the extent to which employees have succeeded in achieving the work goals they have set. This includes completing projects on time, achieving sales targets, or other KPI (Key Performance Indicators) achievements that are relevant to the employee's position or function. The concept of setting goals related to employee performance has been recognized as part of expectancy theory.
- c. Work Quality Level: This indicator evaluates the quality of work produced by employees. This may include accuracy, reliability and customer satisfaction with the products or services provided by employees. (Rynes et al., 2004) highlighted the importance of recognizing employee performance in increasing intrinsic motivation.
- d. Level of Innovation: This indicator reflects an employee's ability to generate new ideas, creative solutions, or process improvements that result in increased performance or efficiency in the organization.
- e. Recognition and Praise: This indicator measures how often employees receive recognition or praise for their performance. Recognition of good achievements can increase intrinsic motivation, self-confidence, and commitment to the organization (Rynes et al., 2004).
- f. Work Attendance Rate: This indicator evaluates employees' discipline and commitment to their work. This includes the level of workplace attendance and availability to work at specified times.

A Likert scale assessment system is employed as the research instrument to measure employee K3, workload, work environment, job satisfaction, and employee performance. This method utilizes a questionnaire consisting of attitude statements, which are scaled based on the distribution of responses to determine the value on the scale. The Likert scale comprises 5 alternative responses, ranging from strongly agree (score of 5) to strongly disagree (score of 1). In this research, a multiple linear regression research model is utilized in which the data obtained from respondents who filled out the Google form were processed using the SPSS Version 25 program.

3. Results and Discussion

3.1. Results

Respondent Characteristics

The following are the characteristics of the respondents, all employees at PT Varia Usaha Beton Gempol Pasuruan Area are 69 people.

Table 1 Respondent Characteristics

Description	Frequency	Percentage
Age (year)		
20-25	1	1%
26-30	11	16%
31-35	13	19%
36-40	17	25%
>40	27	39%

Gender		
Male	66	96%
Female	3	4%
Education background		
Senior High School	54	78%
Bachelor	9	13%
Other	6	9%
Year of service (year)		
< 5	6	9%
5-10	25	36%
11-15	15	22%
16-20	2	3%
>20	21	30%

From table 1 above it is known that the characteristics of the majority of respondents aged > 40 years are 39%, the majority are men as much as 96%, the majority have high school education as much as 78% and the majority have worked for 5-10 years as much as 36%.

Validity Test

Validity testing is carried out to determine the validity of each statement item in the questionnaire. In this research, the validity test was used using SPSS 25.0 software, then the results of the r-calculation were compared with the r-table. The r-table value from a total of n of 69 people obtained a value of degrees of freedom (df) = n-2= 67 and by using α (alpha) = 0.05 or 5%, the r-table value was 0.2369. The condition for an indicator to be said to be valid is that the value of r-count > r-table means the indicator is said to be valid. The following is a table of summarized research results.

Table 2 Validity Test Result

Indicator	Item	Coefficient Correlation (r-count)
X1 K3	X1.1	0.782
	X1.2	0.894
	X1.3	0.897
	X1.4	0.811
	X1.5	0.920
	X1.6	0.880
X2 Workload	X2.1	0.883
	X2.2	0.939
	X2.3	0.869
	X2.4	0.930
	X2.5	0.846
X3 Work environment	X3.1	0.888
	X3.2	0.932
	X3.3	0.874
	X3.4	0.918
	X3.5	0.914

Z Job satisfaction	Z1	0.888
	Z2	0.863
	Z3	0.921
	Z4	0.933
	Z5	0.888
	Z6	0.932
	Z7	0.912
Y Employee performance	Y1	0.894
	Y2	0.912
	Y3	0.910
	Y4	0.950
	Y5	0.940
	Y6	0.879
	Y7	0.829

Table 2 presents the outcomes of computations conducted utilizing the SPSS 25.0 software. The findings indicate that the computed r-value for every research indicator surpasses the r-table value of 0.2369. Put differently, all variables' indicators can be deemed reliable measurement instruments.

Reliability Test

The reliability assessment involved a comparison between the Cronbach alpha value acquired and the threshold of 0.6. A variable is deemed reliable when the Cronbach alpha value exceeds 0.6.

Table 3 Reliability Test Result

Variable	Cronbach Alpha
K3 (X1)	0.931
Work load (X2)	0.934
Work environment (X3)	0.944
Job satisfaction (Z)	0.962
Employee Performance (Y)	0.960

Table 3 above indicates that every variable examined in this study possesses Cronbach Alpha values exceeding 0.6. Therefore, it is safe to conclude that all variables investigated in this research exhibit reliability.

Classic assumption Test

- Normality test

The normality test using Kolmogorov Smirnov is preceded by finding the residual value which is then tested on the basis of decision making.

- a. If the value of Asymp. Sig (2-Tailed) is greater than 0.05, then the data is normally distributed.
- b. If the value of Asymp. Sig (2-tailed) is smaller than 0.05, then the data is not normally distributed.

Table 4 Kolmogorov smirnov test result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		69	
Normal Parameters ^{a,b}	Mean	.0000001	
	Std. Deviation	1281122367.93500760	
Most Extreme Differences	Absolute	.126	
	Positive	.126	
	Negative	-.117	
Test Statistic		.126	
Asymp. Sig. (2-tailed)		.008 ^c	
Monte Carlo Sig. (2-tailed)	Sig.	.212 ^d	
	99% Confidence Interval	Lower Bound	.201
		Upper Bound	.223

a. Test distribution is Normal.

b. Calculated from data.

From table 4 above shows the Sig value. greater than 0.05, namely 0.212, which means the data used is normally distributed.

- Multicollinearity test

The multicollinearity test is utilized to determine if there exists a substantial correlation between the independent variables or variable X in the regression model. The conditions for the multicollinearity test are that the difference inflation factor value, or VIF, must be smaller than 10 and the tolerability value must be greater than 0.01. If the regression model meets these conditions, the variables will not show signs of multicollinearity.

Table 5 Multicollinearity Test Results

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	-5.225	1.913		-.273	.786		
	X1	.385	.118	.370	3.277	.002	.826	1.211
	X2	.096	.457	.022	.211	.834	.999	1.001
	X3	.247	.447	.057	.554	.582	.988	1.013

Z	.306	.116	.296	2.631	.011	.834	1.199
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a. Dependent Variable: Y

From Table 5 above, the tolerance values obtained for the three independent variables are 0.826, 0.999, 0.988, 0.834 > 0.10 and the VIF values for the three independent variables are 1.211, 1.001, 1.013, 1.119 < 10, so it can be concluded that there is no multicollinearity.

- Heteroscedasticity Test

The heteroscedasticity test can be seen from the scatter plot graph. A good regression model has a scatterplot graph that spreads in various directions and does not form a particular pattern. On a scatterplot graph, the points must be above and below the number zero (0) which is pivoted on the Y axis.

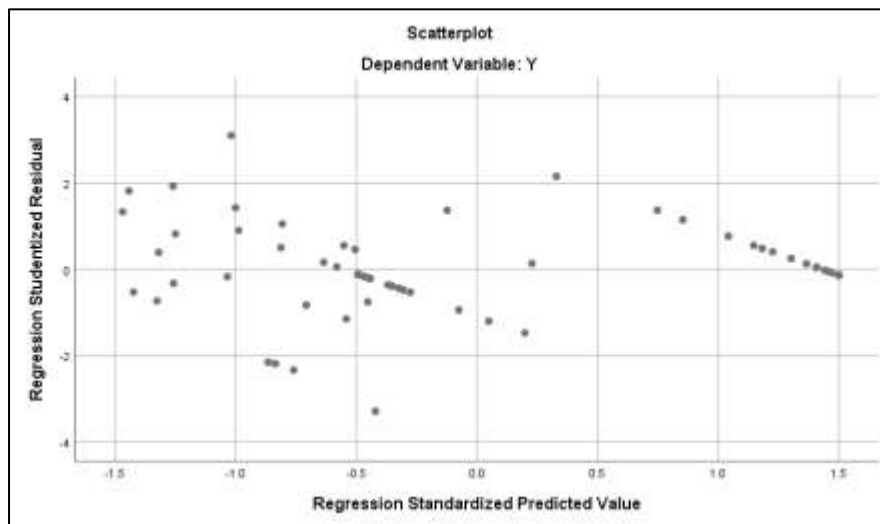


Figure 2 SPSS Scatter Plot output

Based on the information presented in Figure 2, it is evident that the data points are dispersed without exhibiting any discernible pattern. Furthermore, these points are positioned both above and below the value 0 on the Y axis. Consequently, we can infer that there are no indications of heteroscedasticity within this research dataset.

Hypothesis testing

Step 1

Table 6 Hypothesis Test Result Step 1

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1059892832.011	2039998741.610		.520	.605
	X1	.409	.115	.406	3.562	.001
	X2	.069	.488	.016	.141	.888

X3	.020	.477	.005	.042	.967
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a. Dependent Variable: Z

Table 7 Coefficient of determination Step 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.407 ^a	.166	.127	1410546658.08990

a. Predictors: (Constant), X3, X2, X1

Referring to the regression output in table 6 above, it can be seen that the significance value of the three variables is $X_1 = 0.001$, lower than 0.05, ($0.001 < 0.05$) while the workload (X_2) and work environment (X_3) variables are not significant to the job satisfaction variable (Z) because the significance value is higher than 0.05 ($0.888, 0.967 > 0.05$).

The amount of R square in table 7 is 0.166, this shows the contribution of the influence of X_1 , X_2 and X_3 . Meanwhile, the value of e_1 is obtained from the formula $e_1 = \sqrt{1 - 0.166} = 0.913$. So, we get the following path diagram for structure step 1:

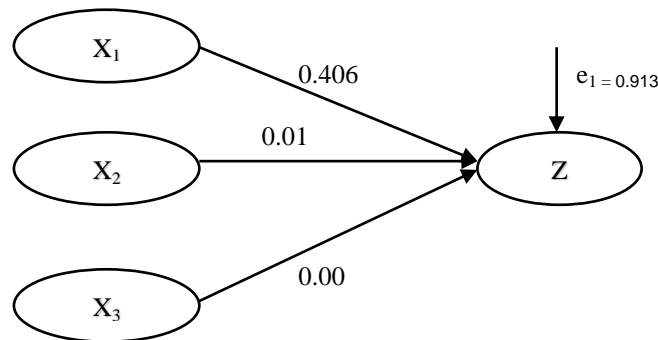


Figure 3 Regression step 1

Step 2

Table 8 Hypothesis Test Result Step 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-	1913803957.		-.273	.786
		522539659.501	782			
	X1	.385	.118	.370	3.277	.002
	X2	.096	.457	.022	.211	.834

X3	.247	.447	.057	.554	.582
Z	.306	.116	.296	2.631	.011

a. Dependent Variable: Y

Table 9 Coefficient of determination Step 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570 ^a	.325	.283	1320550710.58436

a. Predictors: (Constant), Z, X2, X3, X1

Referring to the regression output in table 8 above, it can be seen that the significance value of the four variables $X_1 = 0.002$, employee performance variable (Y) because the significance value is lower than 0.05, ($0.002, 0.011 < 0.05$) while the workload variable (X2) and work environment (X3) are not significant to the employee performance variable (Y) because the significance value is higher than 0.05 ($0.834, 0.582 > 0.05$).

The amount of R square in table 9 is 0.325, this shows the contribution of the influence of X1, X2, Meanwhile, the value of $e_1 = \sqrt{1 - 0.325} = 0.822$. So, we get the following path diagram for structure step 2:

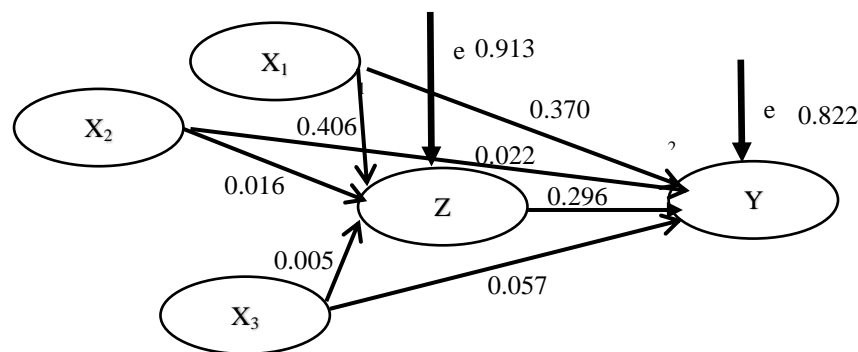


Figure 3 Regression step 2

Hypothesis Testing Resume

1. Based on the analysis conducted, it is evident that the significance level of X1 is 0.001, which is less than 0.005. Therefore, it can be inferred that X1 has a direct and significant impact on Z.
2. Based on the analysis conducted, it can be inferred that the significance value of X2 is 0.888, which is greater than 0.005. Therefore, it can be deduced that there is no significant direct influence of X2 on Z.
3. Based on the analysis conducted, it can be inferred that the significance value of X3 is 0.967, which is greater than 0.005. Therefore, it can be deduced that there is no significant direct influence of X3 on Z

4. Based on the analysis conducted, it is evident that the significance level of X1 is 0.002, which is less than 0.005. Therefore, it can be inferred that X1 has a direct and significant impact on Y.
5. Based on the analysis conducted, it can be inferred that the significance value of X2 is 0.834, which is greater than 0.005. Therefore, it can be deduced that there is no significant direct influence of X2 on Y.
6. Based on the analysis conducted, it can be inferred that the significance value of X3 is 0.582, which is greater than 0.005. Therefore, it can be deduced that there is no significant direct influence of X3 on Y.
7. Based on the analysis conducted, it is evident that the significance level of Z is 0.011, which is less than 0.005. Therefore, it can be inferred that Z has a direct and significant impact on Y.
8. Examination of the impact of X1 on Y through Z reveals that the direct effect of X1 on Y is 0.370, while the indirect effect of X1 through Z on Y is calculated by multiplying the beta value of X1 on Z by the beta value of Z on Y, resulting in $0.406 \times 0.296 = 0.120$. Therefore, the total impact of X1 on Y is the sum of the direct and indirect effects, which equals $0.370 + 0.120 = 0.490$. The analysis demonstrates that the direct effect is 0.370 and the indirect effect is 0.120, indicating that the indirect effect is smaller than the direct effect. Consequently, it can be inferred that the influence of X1 through Z on Y is insignificant.
9. The impact of X1 through Z on Y was analyzed. It is established that X2 directly influences Y with a value of 0.022. Additionally, the indirect effect of X2 through Z on Y is determined by multiplying the beta value of X2 on Z (0.016) with the beta value of Z on Y (0.296), resulting in 0.005. Therefore, the total influence of X2 on Y is the sum of the direct and indirect influences, which is $0.022 + 0.005 = 0.027$. Based on these calculations, it is evident that the direct influence is 0.022 and the indirect influence is 0.005, indicating that the indirect influence is smaller than the direct influence. Consequently, it can be concluded that the influence of X2 through Z on Y is insignificant.
10. Examination of the impact of X3 on Y through Z reveals that the direct effect of X3 on Y is 0.057, while the indirect effect of X3 through Z on Y is calculated by multiplying the beta value of X3 on Z by the beta value of Z on Y, resulting in $0.005 \times 0.296 = 0.002$. Therefore, the total influence of X3 on Y is the sum of the direct and indirect effects, which equals $0.057 + 0.002 = 0.059$. The analysis demonstrates that the direct influence is 0.057 and the indirect influence is 0.002, indicating that the indirect impact of X3 through Z on Y is minimal compared to the direct impact.

3.2. Discussion

The Occupational Safety and Health (K3) variable has a significant influence on employee job satisfaction at PT Varia Usaha Beton. Statements regarding awareness of the risk of human error need to be increased to create a safer work environment. Employees demonstrate a need for recognition of their performance, which can be enhanced through appropriate financial rewards and a culture of achievement recognition. Management can improve job satisfaction by increasing K3 awareness, providing appropriate rewards, and ensuring compensation is commensurate with employee contributions. This can create a positive work environment and increase long-term satisfaction.

The workload variable does not have a significant effect on employee job satisfaction at PT Varia Usaha Beton. However, there is a need to increase support for achieving work-life balance and providing autonomy in work tasks to increase creativity and innovation. Rewards for work performance need to be increased to increase job satisfaction. Management needs to focus on supporting work-life balance, providing autonomy, and increasing performance rewards to create a positive work environment and increase long-term satisfaction.

Work environment variables do not have a significant effect on employee job satisfaction at PT Varia Usaha Beton. However, companies can improve effective communication systems regarding change, social engagement, and work flexibility to improve teamwork and collaboration. Rewards for work performance need to be increased to increase employee job satisfaction. Management can focus on improving communication, social engagement, and rewards to create a positive work environment and increase long-term satisfaction.

K3 has a significant influence on employee performance at PT Varia Usaha Beton. Companies need to increase awareness of the risks of human error and work safety and strengthen a culture of recognition and appreciation for employee performance. This will motivate employees, improve performance, and ensure a strong commitment to company goals, creating a more productive work environment long term.

Workload does not have a significant effect on employee performance at PT Varia Usaha Beton. However, companies need to increase support to create a positive work-life balance for employees. The autonomy factor in work tasks has the potential to increase employee creativity and innovation. Increasing a culture of recognition and appreciation for performance can motivate employees to achieve better results. The employee's level of commitment to the company's goals is also important. Management needs to consider supporting work-life balance, a culture of recognition, and the level of employee commitment to create a long-term productive work environment.

The work environment does not have a significant effect on employee performance at PT Varia Usaha Beton. However, companies need to improve effective and transparent communication systems regarding changes, flexibility in work methods, social involvement, and a culture of recognition and appreciation for performance. This can motivate employees to achieve better results and improve teamwork. Key factors include the high level of commitment of employees to the work and company goals. By improving these aspects, companies can create a more productive work environment and motivate employees to achieve better results.

Job satisfaction is significant to employee performance at PT Varia Usaha Beton. Companies need to provide more rewards and recognition for employee performance, as well as promote a work culture that supports commitment, recognition and consistency in achieving common goals. This can increase employee motivation and performance, creating a more productive and positive work environment.

Research at PT Varia Usaha Beton in the Gempol Area, Pasuruan shows that K3, workload and work environment do not have a significant relationship to employee performance through job satisfaction. Complex factors such as compensation, working conditions, security, interpersonal relationships, and career development opportunities influence job satisfaction differently. Individual variability in preferences, values, and perceptions of the work environment, workload, and other factors played a role in the study results showing no significant relationships. Individual responses to these factors vary widely, making it impossible to measure relationships linearly. Other mediating factors such as intrinsic motivation, organizational commitment, or other psychological factors also influence the relationship

between these variables and employee performance. Company context such as organizational culture, management systems, and internal policies also play an important role.

4. Conclusion

At PT Varia Usaha Beton in the Gempol Area, Pasuruan, research shows that occupational safety and health (K3) has a significant influence on employee job satisfaction, which can be increased through increasing awareness of the risk of human error and job security. Appropriate rewards and a culture of recognition of achievements are also needed to increase employee job satisfaction and performance. However, workload and work environment do not have a direct significant influence on job satisfaction, although support for achieving work-life balance and providing autonomy in work tasks can increase employee creativity and innovation.

On the other hand, employee performance is significantly influenced by awareness of the risks of human error and work safety. Companies need to increase this awareness, as well as strengthen a culture of rewarding performance to motivate employees. Support for work-life balance, autonomy in tasks, and a culture of recognition are also important for improving employee performance in the long term.

In conclusion, a focus on increasing awareness of work safety, a culture of appreciation, support for work-life balance, autonomy in tasks, and commitment to company goals are key to creating a productive work environment, motivating employees, and improving long-term performance and satisfaction.

By considering the complexity of the factors above, the results of this research provide a deeper understanding of the dynamics in the work environment and their influence on employee performance at PT Varia Usaha Beton. However, further research that takes into account unique factors and company-specific context may be needed to obtain a more complete picture.

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