



Influence of Work Motivation, Occupational Health and Safety on Employee Performance of PT. Cipta Abadi Jaya Trans with Job Satisfaction as Mediating Variable

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Abstract: Basically, this study aims to examine and analyze the importance of work motivation and occupational health and safety on employee performance by using job satisfaction variable as a mediating variable in the PT. Cipta Abadi Jaya Trans. By using a quantitative research design with an *explanatory survey method*, namely data collection using a questionnaire with a Likert scale model. The sample collection of organic employee respondent data is 130 respondents. *Structural Equation Modeling (SEM) PLS Version 3.2.9* is used as a tool to process data. In this study using four variables, thirteen dimensions and forty three indicators. From the results of this study it can be concluded that all variables have a significant effect on employee performance, namely: 1) Work motivation on employee performance, 2) Occupational health and safety on employee performance, 3) Job satisfaction on employee performance, 4) Work motivation on job satisfaction, 5) Occupational health and safety on employee performance, 6) Job satisfaction mediates the effect of work motivation on employee performance, 7) Job satisfaction mediates the effect of occupational health and safety on employee performance.

Keywords: Transport Industry, Job Satisfaction, Employee Performance

INTRODUCTION

The development of the land expedition industry on a national scale is very rapid along with the development of increasingly advanced technology. A company is required to create synergy in utilizing all the resources owned by the company, one of these factors is of course focused on managing human resources. Utilization of good human resources will also have a good impact on the effectiveness of a company in achieving goals.

Along with the development of this technology, the source of the risk of danger will certainly increase. In addition, work environment factors that do not meet occupational safety and health (K3) requirements, unsafe work processes, and increasingly complex work systems will pose a threat to the productivity of workers. The land expedition service industry

is one of the important and decisive business sectors in supporting the success of company business transactions, especially paying attention to the health and safety of the company's workers.

Table 1. Number of Accidents, Victims, and Material Loss in 2015-2019

Details	Year					Growth/year
	2015	2016	2017	2018	2019	
Number of Accident (Case)	96.233	106.644	104.327	109.215	116.411	4,87
Killed (Person)	24.275	31.262	30.694	29.472	25.671	1,41
Seriously Injured (Person)	22.454	20.075	14.559	13.315	12.475	-13,67
Slight Injured (Person)	107.743	120.532	121.575	130.571	137.342	6,26
Material Loss (Million Rupiahs)	215.892	229.137	217.031	213.866	254.779	4,23

Source: bps.go.id

During the period 2015 – 2019, the number of traffic accidents increased by an average of 4.87% per year. The increase in the number of accidents was followed by an increase in the number of fatalities and minor injuries, namely 1.41% and 6.26%, respectively. The value of material losses due to accidents has increased by an average of 4.23% per year.

PT. Cipta Abadi Jaya Trans is a company engaged in land transportation services for the Jakarta-Palembang-Jambi-Padang-Pekanbaru-Medan-Aceh area. PT. Cipta Abadi Jaya Trans was founded in 2012. In managing this company, good human resource management is needed by the company to achieve the company's targets considering the many competitors who are competing to make the company superior. Based on the results of data collection from PT. Cipta Abadi Jaya Trans, it can be seen that the performance of employees in the company has a contribution that is not optimal, teamwork between employees and employees and employees and managers is still lacking.

PT. Cipta Abadi Jaya Trans annually recruits employees to increase company achievement, this is based on employee performance to maximize company revenue. however, employee performance obtained from performance appraisal has decreased. This can be seen by the level of performance appraisal obtained from one of the company's divisions as follows:

Table 2. Table of Operational Employee Performance Assessment Data PT. Cipta Abadi Jaya Trans 2019 – 2021

Performance Judiciary	2019		2020		2021	
	Total of employees	Percentage (%)	Total of employees	Percentage (%)	Total of employees	Percentage (%)
Very Good	14	10.22	11	7.14	12	6.86
Good	18	13.14	15	9.74	13	7.43
Enough	85	62.04	101	65.58	111	63.42
Not Enough	17	12.41	26	16.88	39	22.27
Total	137	100	154	100	175	100

Source: Operational Department of PT. Cipta Abadi Jaya Trans

Furthermore, the researchers conducted a pre-survey to 30 people who works in operation division. It can be seen from the pre-survey table below that the 3 (three) highest variables that dominantly affect employee performance are Work Motivation, Occupational

Health and Safety, and Job Satisfaction. Based on the data obtained, it can be concluded that the three variables are thought to have a strong enough influence on employee performance.

Table 3. Table of Pre Survey Results of Work Motivation, Occupational Health and Safety, Job Satisfaction

No	Statement	Yes	Not
Work Motivation			
1	I feel my performance is not appreciated by superiors both in quality and quantity	18 (60%)	12 (40%)
Occupational Health and Safety			
2	I still feel that there is no guidance or outreach regarding the safe operation of work	22 (73%)	8 (27%)
Job Satisfaction			
3	I feel I still have not fully received what I expected in this job	20 (67%)	10 (33%)

Source: Data processed by Researchers (2022)

The purpose of this research is to analyze the effect of OSH and work motivation on the performance of operational employees at PT. Cipta Abadi Jaya Trans well and can work efficiently. The following research objectives are as follows:

1. Knowing the effect of OSH on job satisfaction
2. Knowing the effect of work motivation on job satisfaction
3. Knowing the effect of OSH on work performance
4. Knowing the effect of work motivation on work performance
5. Knowing the effect of job satisfaction on work performance
6. Knowing job satisfaction mediates the effect of OSH on work performance
7. Knowing job satisfaction mediates the effect of work motivation on work performance

LITERATURE REVIEW

Motivation

Motivation is the willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability to meet the needs of an individual (Robbins and Judge, 2015). Low or not good motivation will harm the company, because with low work motivation the achievement of company goals will be delayed, therefore work motivation is something important that employees must have.

- 1) Need to achieve success (*need for achievement*), is measured based on a person's standard of perfection. This need is related to work and behavior to achieve certain achievements.
- 2) Need for warmth and support (*need for affiliation*), the need for warmth and support in relationships with other people leads to the behavior of intimate relationships with other people.
- 3) Need to control and influence other people (*need for power*), this need causes the person concerned to not or pay less attention to the feelings of other people.

Occupational Health and Safety

According to Hamali (2018) The occupational safety and health management system is part of the overall company management system which includes organizational structure, planning, implementation, responsibilities, procedures, processes and resources needed for the development of implementation, achievement, review and maintenance occupational safety and health policies in the framework of controlling risks related to work activities, in order to create a safe, efficient and productive workplace.

Occupational safety and health is philosophized as a thought and effort to guarantee the integrity and perfection of both the physical and spiritual workforce in particular and humans in general, the work and culture towards a prosperous and prosperous society (Mangkunegara, 2013).

Job Satisfaction

Job satisfaction (Hasibuan, 2016) is a pleasant emotional attitude and loves his job. This attitude reflects work morale, discipline, and work performance. Job satisfaction enjoyed at work, outside of work and in combination with work. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline increase.

The factors commonly used to measure job satisfaction according to Robbins (2015) are as follows:

- 1) The work itself, namely the main source of satisfaction where the job provides interesting tasks, not boring work, opportunities to learn, opportunities to accept responsibility and advancement for workers
- 2) Salary or wages, the amount received includes the amount of salary, the suitability between salary and work. The amount of wages or money received by workers is an assessment for satisfaction, where this can be seen as something that is considered appropriate and appropriate.
- 3) Supervision, leadership ability to provide technical and behavioral assistance. The first is employee-centered, measured by the degree to which the leader exhibits personal interest in and cares for employees. The second is the climate of participation or influence in decision making which can affect the work of workers.
- 4) Work colleague, extent to which the relationship among employees is the simplest source of job satisfaction. Work groups, especially cohesive teams, act as a source of support, comfort, advice, and assistance to the individual members of the group.

Employee Performance

Afandi (2016) Performance is the extent to which a person understands his part in implementing organizational strategy, either in achieving specific goals related to individual roles or demonstrating competencies that are declared relevant to the organization. Performance is a multi-dimensional concept that includes three aspects, namely attitude, ability and achievement.

- 1) Quantity of work, guarantee of work results obtained within a specified period of time
- 2) Quality of work, quality of work achieved based on the conditions of suitability and readiness
- 3) Work knowledge (*job knowledge*), the breadth of knowledge about the job and skills
- 4) Cooperative (*cooperative*), Willingness to cooperate with other people or fellow members of the organization
- 5) Dependability, Awareness and can be trusted in terms of attendance and completing tasks
- 6) Initiative, enthusiasm to carry out new tasks and increase their responsibilities
- 7) Personal qualities (*personal qualities*), Concerning personality, and personal integrity

Framework

In the theoretical framework model based on the results of previous research studies, the researcher develops a framework of thought:



Source: Data processed by researchers (2022)

Figure 2. Conceptual Framework Diagram

Hypothesis

Based on the framework diagram above, a research hypothesis can be developed, namely:

- H1** : Motivation has a positive and significant influence on job satisfaction
- H2** : Occupational health and safety has a positive and significant impact on job satisfaction
- H3** : Job satisfaction has a positive and significant effect on employee performance
- H4** : Motivation has a positive and significant effect on employee performance
- H5** : Occupational health and safety has a positive and significant on employee performance
- H6** : Job satisfaction mediates the positive and significant influence of motivation on employee performance
- H7** : Job satisfaction mediates the positive and significant effect of occupational health and safety on employee performance

METHODS

The research design uses causal research which aims to analyze the causal relationship between the *independent variable and the dependent variable*. This method uses an expansion survey method (*Explanatory Survey*), which uses a questionnaire with a *Likert scale model* in data collection.

Population and Sample

The sample used / taken based on the calculation of the slovin formula in this study were 130 respondents from 175 in operation division.

Data collection technique

Data collection uses a *Likert scale format (Ordinal)* with the lowest score of 1 (one) and the highest score of 5 (five) with the help of the printed questionnaire in its distribution.

Data analysis method

With the help of *Software SmartPLS* version 3.2.9 as a data analysis method. the purpose of PLS-SEM (Ghozali, 2015) is to develop and build a theory from a predictive orientation, as well as to explain whether there is a relationship between latent variables. PLS is also a *powerful* analytical method because it can assume data with a certain scale measurement.

RESULT AND DISCUSSION

Measurement Model Test Results (*Outer Model*)

An indicator that has high validity results if it has a *loading factor* must be with 0.70 then the hypothesis can be valid, but when the *loading factor value* is < 0.70 then the value must be removed from the model (Ghozali, 2015). Furthermore, in a good *Convergent Validity test*, the AVE (*Average Variance Extracted*) value must at least show a value > 0.5 . The following table shows the results of the AVE measurements for each of the tested variables, each of which the overall variable has shown a value > 0.5 , which means that the AVE value has met the testing requirements of *Convergent Validity*:

Table 3. AVE value for each variable

Variable	Average Variance Extracted (AVE)
Motivation	0.656
Occupational Health and Safety	0.602
Job Satisfaction	0.636
Employee Performance	0.641

Source: Data processed by researchers (2022)

Structural Test (*Inner Model*)

Basically, the R-Square value shows the greater the value of the *independent* variable, the better the structural equation will be (Ghozali, 2014). Described in the table below shows that the satisfaction construct is explained by the variability of job satisfaction of 66.8 % while the rest is influenced by other variables. While the variability of employee performance shows a number of 80.6 % while the rest is influenced by other variables outside the model under study.

Table 4. R² value of the research model

Variable	R-Square (R ²)
Job Satisfaction	0.668
Employee Performance	0.806

Source: Data processed by researchers (2022)

Hypothesis testing

Based on the results of data processing that has been done, it can be proven by looking at the T - *Statistic* and P- *Value values*. With the conclusion that if the value of **t** count $> \mathbf{t}$ table or **P** count < 0.05 then the hypothesis can be said to be accepted (*valid*) and vice versa, if > 0.05 then the hypothesis can be said to be rejected. As the basic value for making the decision, the hypothesis is accepted, the **t value** used is **t** table of (df = nk = 162 – 4) alpha 0.05 = 1.975.

- 1) H1 obtained t - *statistics* 5.790 $>$ t table 1.975 with a p- *value of* 0.000 $<$ 0.05 with an *Original Sample* of 0.611. it can be concluded that motivation has a positive and significant effect on job satisfaction.
- 2) H2 obtained t - *statistics* 2.483 $>$ t table 1.975 with a p- *value of* 0.013 $<$ 0.05 with an *Original Sample* of 0.251. it can be concluded that occupational health and safety has a positive and significant effect on job satisfaction.
- 3) H3 obtained t - *statistics* 3.759 $>$ t table 1.975 with a p- *value of* 0.000 $<$ 0.05 with an *Original Sample* of 0.318. it can be concluded that job satisfaction has a positive and significant effect on employee performance.
- 4) H4 obtained t - *statistics* 3.133 $>$ t table 1.975 with a p- *value of* 0.002 $<$ 0.05 with an *Original Sample* of 0.350. it can be concluded that motivation has a positive and

- significant effect on employee performance.
- 5) H5 obtained *t - statistics* 2.055 > *t table* 1.975 with a *p- value* of 0.040 <0.05 with an *Original Sample* of 0.312. it can be concluded that occupational health and safety has a positive and significant effect on employee performance.
 - 6) H6 obtained *t - statistics* 2.872 > *t table* 1.975 with a *p- value* of 0.004 <0.05 with an *Original Sample* of 0.194. it can be concluded that there is a positive and significant influence of the motivation variable on employee performance through the job satisfaction variable
 - 7) H7 obtained *t - statistics* 2.461 > *t table* 1.975 with a *p- value* of 0.014 <0.05 with an *Original Sample* of 0.080. it can be concluded that there is a positive and significant influence of the occupational health and safety variable on employee performance through the job satisfaction variable.

Table 5. Effect of Test Result between Variables

Influence	Original Sample	Standard Deviation	T- Statistics	P- Values	Result
Motivation → Job Satisfaction	0.611	0.105	5.790	0.000	Received
Occupational Health and Safety → Job Satisfaction	0.251	0.101	2.483	0.013	Received
Job Satisfaction → Employee Performance	0.318	0.085	3.759	0.000	Received
Motivation → Employee Performance	0.350	0.112	3.133	0.002	Received
Occupational Health and Safety → Employee Performance	0.312	0.152	2.055	0.040	Received

Source: Data processed by researchers (2022)

Table 6. Total Score Results Specific Indirect Effect

Influence	Original Sample	Standard Deviation	T- Statistics	P- Values	Result
Motivation → Job Satisfaction → Employee Performance	0.194	0.068	2.872	0.004	Received
Occupational Health and Safety → Job Satisfaction → Employee Performance	0.080	0.032	2.461	0.014	Received

Source: Data processed by researchers (2022)

CONCLUSION

From the results of the research hypothesis testing and the previous discussion, some conclusions can be drawn as follows:

Work motivation has a positive and significant effect on employee satisfaction at PT. Cipta Abadi Jaya Trans. This means that the better employee motivation is created, the higher their satisfaction after achieving things that motivate them to work.

Occupational health and safety has a positive and significant effect on job satisfaction of PT. Cipta Abadi Jaya Trans. This means that if they continue to understand the health and safety side of their company at work ensuring that they work with equipment/vehicles with machines that are safe and educated in operating, this will also increase their satisfaction in working for the company.

Job satisfaction has a positive and significant effect on the performance of employees of PT. Cipta Abadi Jaya Trans. This means that the better the job satisfaction felt by the

company's employees, this will certainly also improve employee performance in operations.

Work motivation has a positive and significant effect on the performance of employees of PT. Cipta Abadi Jaya Trans. It can be said that the better the motivated workers, this will certainly improve their performance at work.

Occupational health and safety have a positive and significant effect on the performance of employees of PT. Cipta Abadi Jaya Trans. This means that the higher the training and attention given by the company regarding the operation of the work, this also increases their performance.

Job satisfaction mediates the influence of work motivation on the performance of employees of PT. Cipta Abadi Jaya Trans. It can be said that job satisfaction is able to play a role in increasing the influence of their work motivation so that the performance they do can run optimally.

Job satisfaction mediates the influence of occupational health and safety (K3) on the performance of employees of PT. Cipta Abadi Jaya Trans. It can be said that job satisfaction is able to play a role in increasing the impact of their occupational health and safety (K3) so that the performance they do can run optimally.

Suggestion

For Institutions

In principle, it is hoped that companies and superiors need to bond between one co-worker and another in a team, so that later a motivation will arise for them to work, and one co-worker with another needs to increase good respect. And for occupational health and safety, it can be suggested that companies need to provide protection to employees in the form of providing equipment to prevent accidents at work.

For Further Research

It is recommended to add a variety of variables that are different from the others so that they can provide different gap phenomena related to employee performance, so that the resulting data will be more effective, accurate and the research objectives can be met.

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