

# **JOB SATISFACTION AS A MEDIATION VARIABLE IN THE RELATIONSHIP BETWEEN WORK SAFETY AND HEALTH (K3) AND WORK ENVIRONMENT TO EMPLOYEE PERFORMANCE**

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**Abstract:** This research aims to determine the direct and indirect effect of work safety and health (K3) and work environment to employee's performance. The sample for this research is the 86 employees at CV Purindah Lawang Malang. Sampling technique that was used is the census technique. The data was obtained from respondents collecting data tools, which is a questionnaire. Data analysis that was used is path analysis. In this research, there are four variables, which are work safety and health (K3) and work environment as independent variables, employee's performance as a dependent variable, and work satisfaction as a mediator variable. The result of this research proves that work satisfaction is a media to improve the work environment's effect on employee's performance. So, the company should provide earplug, give allowance to the employees, and apply a standardized workspace layout. In conclusion, high work satisfaction is needed by employees in every company.

**Keywords:** Work Safety and Health (K3), Work Environment, Satisfaction, Performance.



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Human resources as a driver of change is a fulcrum of the company's progress which must always get more attention from the company. The company's attention must be programmed and planned properly. Performance improvement is the result of proper planning of wise investment, new technology, better techniques and high efficiency.

Employee Work Safety and Health needs to be considered especially by compa-

nies that have a high accident rate, bearing in mind the government also recommends implementing the Work Safety and Health (K3) program for employees. Work accident prevention is the responsibility of employees and companies that are obliged to maintain supportive working conditions to improve employee safety assurance.

Another factor that is also an aspect that needs to be considered by the company for the company's progress is Work Environment. The things that have been prepared by the management include adequate lighting (light), proper air temperature, controlled noise, and employee relations within the company. Job Satisfaction can provide support to maximize the achievement of Employee Performance. Job Satisfaction can determine high or low Employee

Performance levels. The level of Job Satisfaction is expected to increase Employee Performance so that it can achieve the goals expected by the company in obtaining good work in producing good productivity.

CV. Purindah Lawang Malang is one of the companies engaged in wood furniture. If it is associated with facilities related to employee health and safety assurance, the company has already given it. But the level of employee work accidents tends to prove an increase. When it is related to the condition of non-physical Environment Work, it proves that so far in carrying out its activities employees always strive to maximize the potential possessed by employees.

Based on the various descriptions above, it can emerge a paradigm from researchers that Work Safety and Health directly influences Employee Performance, Work Environment directly influences Employee Performance, and Job Satisfaction mediates the implementation of Work Safety and Health (K3) and Work Environment programs on Employee Performance.

## LITERATURE REVIEW

### Work Safety and Health

Work Safety and Health employees in the employment field are differentiated. Occupational safety shows safe conditions or survivors of suffering, damage or loss at work. Occupational health shows conditions that are free of physical, mental, emotional or pain caused by Work Environment (Mangkunegara, 2006).

According to Mathis and Jackson (2002), the notion of occupational health is a condition that refers to the physical, mental and emotional stability in general. Healthy individuals are individuals who are free from illness, injury and mental and emotional problems that can interfere with normal human activities in general.

Meanwhile, according to Swasto (2011), reveals that work safety involves all processes of labor protection against the possibility of hazards arising in the work environment. According to Ukhisia (2013), said that to measure aspects of work safety can be seen from the application of personal protective

equipment (PPE), workload, work safety regulations, communication, support, and the importance of work safety training.

Overall, it is necessary to have a Work Safety and Health system or management taking into account the objectives, techniques, equipment used, production processes and planning in the workplace.

## WORK ENVIRONMENT

Nitisemito (2012), defines the Work Environment as a place or situation where a person carries out his duties and responsibilities and can influence employees in carrying out the tasks assigned. Work Environment indicators according to Nitisemito (2012), can be measured through: Work atmosphere, building good relationships with colleagues is one of the most important things in the world of work. Socializing with co-workers not only can make the work atmosphere feel comfortable but also it will increase Employee Performance. Usually, employees can tolerate inadequate physical conditions provided the work atmosphere is comfortable and pleasant. A harmonious relationship with co-workers is one of the factors that can influence employees to remain in a company. A familial and harmonious relationship can also be one of the factors that can affect Employee Performance. Availability of complete work facilities such as uniforms, secure parking, adequate office equipment, air conditioning, adequate lighting, and adequate ventilation is one of the supporting processes in the work process.

The statement above can be concluded that Work Environment has three aspects, which are socializing with colleagues not only can make the work atmosphere feel comfortable but also it will increase Employee Performance. Usually, employees can tolerate inadequate physical conditions provided the work atmosphere is comfortable and pleasant. A harmonious relationship with co-workers is one of the factors that can influence employees to remain in a company. Availability of complete work facilities such as uniforms, secure parking, adequate office equipment, air conditioning, adequate lighting, and adequate ventilation is one of the supporting processes in the work process.

## JOB SATISFACTION

Hasibuan (2008), Satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Meanwhile, according to Robbins and Judge (2011), defining Job Satisfaction as a positive feeling about one's work is the result of an evaluation of its characteristics. A person who has a high level of Job Satisfaction will have a positive feeling towards his job. Dost (2012) also revealed that Job Satisfaction involves aspects of the effort, career development opportunities, relationships between employees, work placements, and organizational structure to become the foundation for performance achievement. Wexley and Yukl (2005), stated that based on job characteristics, Job Satisfaction consists of seven dimensions including Compensation, that is rewards received by employees are an important factor for Job Satisfaction employees. Too small rewards make employees dissatisfied, as well as unfair salary payments. Relationships with superiors, namely: employees very much consider supervisor's behavior in supervising employees. Supervision carried out by paying attention to and supporting the interests of employees will have an impact on employee Job Satisfaction. The work itself, namely: the nature of the work faced by employees in the organization, namely variety skills, task identity, task significance, autonomy, and feedback will have a different influence on Employee Job Satisfaction. Relationships with colleagues, namely: interaction between employees in a company can affect the employee's Job Satisfaction. Individually friendly and supportive colleagues will provide Job Satisfaction for other employees. Working conditions, namely: clean and neat working conditions will make jobs easier for employees to do and this will ultimately impact employees' Job Satisfaction. The opportunity to get a change in status, namely: for employees who have a great desire to develop themselves, then a fair promotion policy applied to the company will have an impact on employees' Job Satisfaction. Work security, namely: the sense of security obtained by employees from the presence of a pleasant work atmosphere, no fear of some-

thing that is uncertain and no worries will be stopped suddenly.

## EMPLOYEE PERFORMANCE

Mangkunegara (2013), said that the definition of Performance is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Sinambela (2012), argues that Employee Performance is defined as the ability of employees to perform certain skills.

According to Mangkunegara (2000), there are three methods used to measure the performance of employees or employees of the company, namely: Quality or product quality where in this measurement the company is based more on the level of product quality that has been produced by employees or employees. Measurement through this quality is intended to determine the extent to which an employee of a company in carrying out the duties and responsibilities that have been given to him. Quantity or number of products where measurement through the quantity or number of products produced is closely related to an employee's ability to produce a certain number of products. This quantity is directly related to the level of speed that an employee has in producing a product. Timeliness in producing a product becomes one of the means to measure the level of performance that has been achieved by an employee. This measurement of the company's budget can be used as a measure or barometer to determine the level of performance that an employee has achieved.

## HYPOTHESIS DEVELOPMENT

### The Effect of Work Safety and Health (K3) Program on Employee Performance

Work Safety and Health guarantees are useful if an employee has an accident, illness or something that can endanger the life of an employee. Companies usually work with hospitals or health care facilities. The K3 guarantee the employee will feel calmer if something undesirable situation occurs. Hasibuan (2008), revealed that all forms of corporate efforts are directly related to maximizing the

potential possessed by employees in this case efforts to maximize Employee Performance. The results of research conducted by Sulistyarini (2006) and Permanasari (2014), obtained results that there is an influence between K3 on Employee Performance. Based on these results, the hypothesis proposed in this study is as follows:

H1 : The application of Work Safety and Health (K3) program has a significant effect on Employee Performance at CV Purindah Lawang Malang.

### **Effect of Work Environment on Employee Performance**

Work Environment that is quite satisfying to the employees of the company will encourage the employee to work as well as possible so that the process of implementing production activities in the company can run well. Ahyari (2009), revealed that the good relationship between Work Environment and the high level of employee productivity in a company could not be doubted. The results of research conducted by Ramanda (2013) and Simbolon (2017), obtained the results that there is an influence between Work Environment on Employee Performance. Based on these results, the hypothesis proposed in this study is as follows:

H2 : Application of Work Environment has a significant effect on Employee Performance at CV Purindah Lawang Malang.

### **Satisfaction Mediates the Effect of the Implementation of Work Safety and Health (K3) Programs and Work Environments on Employee Performance**

Mangkunegara (2007), said that work safety shows a safe condition or survivors of suffering, damage or loss at work. The results of research conducted by Permanasari (2014) and Dewi (2014), obtained results that Satisfaction mediates the effect of the application of Work Safety and Health (K3) and Work Environment programs on Employee Performance. Based on these results, the hypothesis proposed in this study is as follows:

H3 : JOB SATISFACTION mediates the effect of the application of Work Safety and Health (K3) and Work Environment programs on Employee Performance at CV Purindah Lawang Malang.

### **METHOD**

The type of research used in this study is the type of research using a quantitative approach. Data source through primary data. The research used is primary data in the form of the questionnaire. The population used in this study were 86 production employees at Purindah Lawang Malang. Sampling uses saturated sampling. The variables studied were four types, namely independent variables (X1) Work Safety and Health (K3), Work Environment (X2), and for the dependent variable (Y) are Employee Performance, and Job Satisfaction as mediating variables (Z).

When measuring the variables studied, Work Safety and Health, Work Environment, Employee Performance, and Job Satisfaction use a Likert scale with five alternative answers namely strongly agree (5), agree (4), neutral (3), disagree (2) and strongly disagree (1). This research was conducted as many as 86 people in the production section employees, using census methods. Data collection method with a questionnaire. Data analysis methods are carried out, among others, test instruments by testing validity and reliability, path analysis and classical assumptions which include normality, multicollinearity, heteroskedasticity, and autocorrelation.

### **RESULT**

Validity and reliability test results show that each item of the variable shows valid and reliable so that it is feasible as a measuring instrument of the variables under study. The classic assumption test results show that the path analysis model produced meets the assumption of normality and is free from multicollinearity, heteroskedasticity and autocorrelation problems. The path analysis results in Figure 1 below:



**Figure 1 Path Analysis Test Results**

**Table 1 Effect of independent variables on the bound variable**

Hypothesis	Inter Variable Influence	Path Coefficient	T Statistics	Sig.	Information
H-1	$X_1 \rightarrow Y$	0,003	0,023	0,982	Not significant
H-2	$X_2 \rightarrow Y$	0,141	0,854	0,396	Not significant
H-3	$Z \rightarrow Y$	0,930	6,414	0,000	Significant

Source: Primary data processed (2018).

### Testing of Mediation Variables Job Satisfaction on Employee Performance

#### Direct influence

Influence analysis is intended to see how strongly a variable affects other variables directly. The direct effect can be seen in the following table:

Based on Table 1 above it can be explained that the Work Safety and Health variable does not directly affect Employee Performance because the results of statistical calculations show that the beta coefficient ( $\beta$ ) is 0.003 with a significance level of  $0.982 > 0.05$ .

The variable Work Environment does not directly affect Employee Performance because the results of statistical calculations show the value of the beta coefficient ( $\beta$ ) of 0.141 with a significance level of  $0.396 > 0.05$ .

The variable Job Satisfaction directly affects Employee Performance because the results of the statistical calculations show the beta coefficient ( $\beta$ ) is 0.930 with a significance level of  $0.000 < 0.05$ .

#### Indirect Influence

Indirect influence is the effect of the independent variable on the dependent variable through the mediating liaison variable. The indirect effects can be explained in the following table 2.

Based on the results of path analysis shows the direct effect of Work Safety and Health on Employee Performance of 0.003. The direct effect of Work Environment on Employee Performance is 0.141. Indirect Influence of Work Safety and Health (K3) on Employee Performance through Job Satisfaction, ie  $(0.188 \times 0.890 = 0.167)$ , while indirect

## Job Satisfaction as a Mediation Variable in The Relationship

**Table 2 Effect of the independent variable on the dependent variable Through Mediation Variables**

Information	Effect	
	Direct	Indirect
X1 against Y	0,003	-
X2 against Y	0,141	-
Z against Y	0,930	-
X1 against Y through Z		$0,188 \times 0,890 = 0,167$
X2 towards Y through Z		$0,733 \times 0,890 = 0,652$

Source: Primary data processed (2018).

effect of Work Environment on Employee Performance through Job Satisfaction, namely  $(0.733 \times 0.890 = 0.652)$  because of the coefficient value beta  $0.167 < 0.652$  which means that Work Environment through Job Satisfaction has the greatest influence on Employee Performance. Therefore, it can be said that Job Satisfaction mediates the full Work Environment towards Employee Performance.

## DISCUSSION

### Work Safety and Health does not have a direct positive effect on Employee Performance

Based on the results of data analysis, it was found that Work Safety and Health did not have a significant direct effect on Employee Performance. Work Safety and Health are intended for employees to get Work Safety, and Health guarantees both physically, socially and psychologically. In addition, every employee felt safe and protected at work. Work Safety and Health in the company is also expected to achieve a higher level of performance from the company's employees. This is not in line with the opinion of a number of researchers, namely Kartikasari (2017), which shows that the company has provided OSH security facilities to employees to feel safe at work, can reduce the risk of accident accidents and improve the comfort of the working environment so that employees feel protected while working.

### Work Environment does not have a direct positive effect on Employee Performance

Based on the results of data analysis it was found that Work Environment has a negative effect

and does not have a significant direct effect on Employee Performance. This means that the hypothesis states that there is directly no significant influence of Work Environment on Employee Performance. And that means the Work Environment that occurs does not affect Employee Performance. The results of this study are shown in the questionnaire statement given that the company does not provide earplugs especially for employees who work in wood cutting and forming until it becomes an item. This supports the opinion of research conducted by Sari (2016), research that has research results that are in line with research researchers namely Work Environment does not have a direct effect on Employee Performance.

### Job Satisfaction mediates in increasing the influence of Work Safety and Health and Work Environment on Employee Performance

Based on the results of path analysis shows that the Job Satisfaction variable can moderate the relationship between Work Environment and Employee Performance. The results of this study indicate that Job Satisfaction mediates Work Environment positive and significant effect on Employee Performance. This means that if the Work Environment which includes: lighting, noise, work security, relations between superiors and subordinates, as well as better relations between employees and made as comfortable as possible then also makes employees feel satisfied, then the employees will provide higher performance. However, if the Work Environment is not in accordance with the expectations of the employees, the performance will be

mediocre. The findings of this study also reinforce Juwita's statement (2017), which argues that the Work Environment can improve Employee Performance with the support of Job Satisfaction. Physical environmental conditions (lighting, security, cleanliness and air ventilation), as well as the condition of non-physical Environment (the relationship between co-workers and superiors), greatly affect Job Satisfaction because if Work Environment is less supportive, then employees will not be comfortable working so that the impact on activities obstructed work.

## RESEARCH IMPLICATION

Theoretically, the results of research conducted consistently show that the work environment and satisfaction can improve employee performance. Implications relating to the work environment are successful in improving employee performance through job satisfaction in employees within the company. Practically, the results of this study can be stated that companies need to manage the need to manage the implementation of occupational safety and health programs (K3) better so that employee productivity is maintained and able to encourage employees always to do the best and avoid possible work accidents. Occurs at work which results in a decrease in employee satisfaction and performance.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

Overall, the work environment and job satisfaction have a positive and good impact on employee performance in the company. Therefore, the results of the study can be concluded that the testing of hypotheses regarding the direct and indirect effects on employee performance can be accepted. It can be proven that if the company provides and pays attention to the physical work environment conditions (lighting, security, cleanliness and air ventilation) and the condition of the non-physical work environment (the relationship between colleagues and superiors) properly, it will greatly affect job satisfaction and also able to improve employee perfor-

mance. Because if the work environment is less supportive, then employees will not be comfortable working so that the work activities are hampered.

## Recommendation

This study proves that the work environment influences job satisfaction. However, there are still other variables that affect job satisfaction which was not conducted in this study. So that further research is expected to find mediating variables or other independent variables that can affect job satisfaction. Several variables can be examined, such as employee commitment, work stress, career development and work culture.

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