Analyze the Impact of the Occupational Health and Safety (OHS) Policy and Compliance with OHS Procedures on Employee's Performance through Job Satisfaction as the Intervening Variable

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Abstract. With job satisfaction serving as a mediating variable, this study looks at how Occupational Health and Safety (OHS) rules and adherence to OHS procedures affect worker performance at PT XYZ in Batam. Despite the implementation of formal safety systems, observations revealed gaps in employee compliance with procedures such as PPE use and hazard handling. The data gathered was subjected to a quantitative methodology from 99 production employees through questionnaires. Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0 was used for the analysis. The findings show that employee performance is greatly impacted by OHS policy and compliance, both directly and indirectly through job satisfaction. The association between OHS variables and performance Is efficiently mediated by job satisfaction. These results imply that workplace performance and safety can be improved by strengthening employee compliance and policy enforcement.

Keywords: OHS Policy, Compliance, Job Satisfaction, Employee Performance.

1 Introduction

The primary assets of a corporation that are crucial to accomplishing corporate objectives are human resources (HR). Employee quality, motivation and competence have a significant influence. impact on the company's operational quality and productivity [1]. One important factor that affects worker performance is Occupational Health and Safety (OHS). OHS regulations are intended to lower the chance of accidents and establish a safe workplace, and increase employee job satisfaction [2].

Compliance with OHS procedures is a key factor in ensuring that OHS policies are effectively implemented. Employees can lower the risk of workplace accidents and transform the workplace into a safer, and more productive place by understanding the significance of and adhering to OHS standards [3]. In addition, the association between OHS policies and employee performance is strengthened by job satisfaction, which also

serves as a mediating element. Employees who are satisfied with a safe work environment tend to have higher motivation to perform well and comply with safety procedures [4]. Although PT XYZ, as a manufacturing company in Batam City, has put in place an Occupational Health and Safety Management System (SMOHS) that is founded on MESH and ISO 14001 standards as well as Government Regulation No. 50 Year 2012, the observation results show that the level of employee compliance with OHS procedures still needs to be improved. The findings of PT XYZ's observations on employee adherence to OHS protocols are as follows:

Table 1. Observation of Employee Compliance with OHS Procedures

OHS Procedure	Employees Observed	Compliant (%)	Non-compliant (%)	Examples
PPE Use	100	75%	25%	Not wearing safety glasses
Safety Signs	100	80%	20%	Ignoring first aid sign
Hazard Handling	100	75%	25%	No secondary containers
Cleanliness (5S)	100	85%	15%	Tools out of place
Ergonomics	100	90%	10%	Poor posture

These results from table 1 show that although the level of compliance with OHS procedures at PT XYZ is quite high in some aspects, there are still some violations that need attention. For example, the level of compliance with the use of PPE only reached 75%, while 25% of employees still did not comply with the rules, such as not wearing the required safety glass. In addition, the handling and storage of hazardous materials also shows a low compliance rate of 75%, with 25% of employees not using secondary containers when working with chemicals.

OHS policies have been demonstrated to improve employee performance in a number of prior studies. For example, [7] found that OHS policies increase employee productivity both directly and using the mediating variable of work satisfaction. Meanwhile, [8] confirmed that Occupational Health and Safety is directly in influence by employee performance, but the indirect effect through job satisfaction is only partial. However, previous studies often overlook the importance of compliance with OHS procedures as a major factor in creating a safe and productive workplace environment. [9] also stated that an effective OHS policy can increase motivation, create a sense of security, and have a direct impact on improving performance.

Therefore, this study aims to evaluate the effect of OHS policies and compliance with OHS procedures on performance of employees, using job satisfaction as a mediating variable at PT XYZ. Theoretically, this study should add to the body of knowledge regarding the connection between OHS policies, compliance with OHS procedures,

job satisfaction, and employee performance, as well as providing practical recommendations for companies in improving the effectiveness of OHS policies and employee productivity.

2 Literature Review

2.1 Occupational Health and Safety (OHS) Policy

OHS policy is a set of rules and procedures designed to protect employees from the risk of occupational accidents and create a safe working environment. Its implementation not only serves as accident prevention, but also as a strategy to increase productivity [5]. [2] research also confirms that a strong OHS policy can enhance human resource quality and facilitate the accomplishment of organizational goals. [6] also support the idea that a consistently applied OHS policy improves employee performance and satisfaction either directly or indirectly.

2.2 Compliance with OHS Procedures

Compliance with OHS procedures is a form of employee behavior in obeying the safety regulations set by the company. [3] shows that the level of compliance with SOPs has a major impact on the consistency and effectiveness of company operations. Research by [7] also supports the importance of procedural compliance, because a good safety culture and compliance with rules can reduce accident rates and increase work efficiency. Low levels of OHS and workplace compliance do not directly affect performance, but they can still have a positive effect through higher job satisfaction, according to research by [10].

2.3 Job Satisfaction

Job satisfaction describes the positive feelings that arise when employees feel their needs and expectations for work are met. In the study conducted by [4] job satisfaction was shown to be able to resolve the conflict between employee performance and OHS regulations. [11] also emphasized that job satisfaction strengthens the relationship between various organizational variables (such as leadership and culture) and job performance.

2.4 Employee Performance

Employee performance is Influenced by each employee's ability to complete tasks effectively and efficiently and contribute to organizational goals. In a study by [12], Performance was found to be directly impacted by work safety, and job satisfaction only acts as a partial mediation. The findings of [1] confirmed that consistent work safety indicators increase a sense of security and support work effectiveness.

3 Hypothesis

Based on the theoretical basis and findings from previous research that have been described, a framework can be prepared that describes the relationship between the variables studied. This framework serves as a conceptual reference in explaining how Occupational Health and Safety (OHS) policies and compliance with OHS procedures affect either directly or indirectly through the mediating variable of job satisfaction in relation to employee performance. With this framework on figure 1, it is hoped that the research can be directed and systematic in answering the formulation of the problems that have been set.

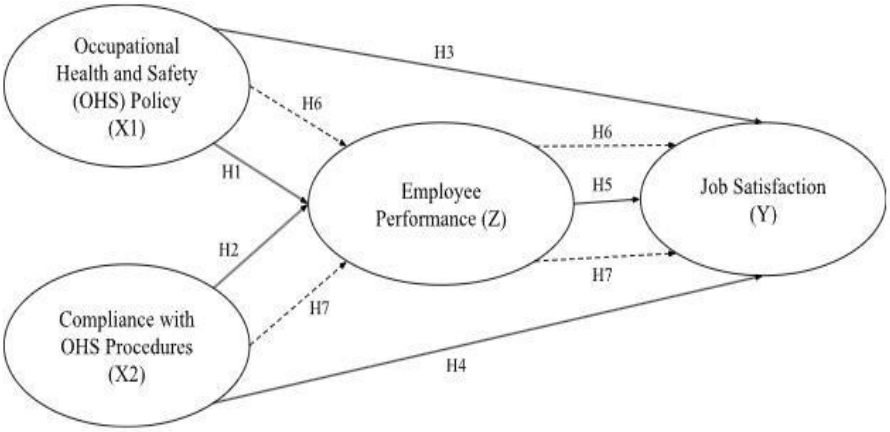

Figure 1. Hypothesis Framework

4 Research Method

The main data used in this quantitative research is primary data collected from respondents' responses utilizing a questionnaire as an instrument. A four-category Likert scale was used to evaluate the responses. The 132 individuals who made up the population of this study were PT XYZ production employees. Slovin's formula was used to calculate the sample size, which resulted in 99 people responding.

Based on the rules in SEM-PLS analysis, the minimum sample size is determined based on 10 times the number of indicators in the construct (latent variable) with the most indicators. In this study, the construct with the most indicators is Occupational Safety and Health Policy, which consists of 6 indicators. Therefore, the minimum sample size recommended is 60 respondents. With an actual sample size of 99 respondents, this study has met and even exceeded the minimum requirements for SEM-PLS analysis, so the analysis results can be considered valid and statistically reliable.

This study used the chance sampling method, which is part of the non-probability sampling method, especially the convenience sampling category. This method was chosen

because of field conditions that allowed researchers to directly interact with employees who happened to be available and willing to participate in the study. The PLS (Partial Least Square) approach, component-based structural equation modeling or variance-based structural equation, was used to assess the data. The SmartPLS 3.0 application was used to conduct data analysis by bootstrapping or random doubling.

5 Result and Discussion

5.1 Respondent Characteristics

Table 2. Respondent Characteristics

Criteria		Frequency (person)	(%)
Gender	Male	76	76.8%
	Female	23	23.2%
		99	**100%**
Length of Service	<1 Years	6	6.1%
	1-3 Years	10	10.1%
	3-5 Years	15	15.2%
	5-10 Years	19	19.2%
	>10 Years	49	49.5%
		99	**100%**

Based on Table 2, this study involved 99 respondents who were production department employees at PT XYZ. Based on gender, the majority of respondents were male, numbering 76 people (76.8%), while female respondents numbered 23 people (23.2%). This indicates that the workforce in the production department at PT XYZ is dominated by males.

When looking at the length of service, respondents are divided into five categories. A total of 49 people (49.5%) Have more than 10 years of service, indicating that most employees have extensive work experience. Additionally, 19 respondents (19.2%) have worked for between 5 and 10 years, 15 respondents (15.2%) have
worked for between 3 and 5 years, 10 respondents
(10.1%) have worked for between 1 and 3 years, and 6 respondents (6.1%) have worked for less than 1 year.

This data indicates that the majority of respondents are permanent employees who have worked for a long time, thereby having a good understanding of the company's Occupational Safety and Health (OSH) policies and procedures.

5.2 Outer Model Evaluation

PLS-SEM, or Partial Least Squares Structural Equation Modeling, uses outer model evaluation to evaluate the validity and reliability of indicators measuring latent constructs (latent variables). Instrument validity is important to ensure the accuracy of results and interpretations in research, especially in SEM analysis, which includes convergent and discriminant validity [13].

Convergent Validity

When the value of an indicator exceeds 0.70, it is considered to have good validity. However, a loading factor of 0.50-0.60 is considered sufficient or adequate [13].

Table 3. Outer Loading Value

Variables	Indicator	Outer Loadings	Description
Occupational Health and Safety (X1)	OHS1	0.625	Sufficient
	OHS2	0.890	Valid
	OHS3	0.901	Valid
	OHS4	0.868	Valid
Compliance to Safety Procedures (X2)	CSP1	0.912	Valid
	CSP2	0.917	Valid
	CSP3	0.884	Valid
	CSP4	0.909	Valid
Job Satisfaction (Z)	JS1	0.863	Valid
	JS2	0.878	Valid
	JS3	0.870	Valid
Employee Performance	EP1	0.893	Valid
	EP2	0.923	Valid
	EP3	0.849	Valid
	EP4	0.859	Valid

Based on the findings of outer loading in table 3, most indicators have a value above 0.70, which indicates that these indicators are valid and have a good ability to measure their constructs. The OHS1 indicator has a value of 0.625, which is still in the sufficient

category. Overall, all indicators meet the requirements of convergent validity and can be used in this study.

Table 4. AVE Value

Variables	Indicator
Occupational Health and Safety (X1)	0.687
Compliance to Safety Procedures (X2)	0.820
Job Satisfaction (Z)	0.777
Employee Performance (Y)	0.758

All variables in this study have values above 0.5, according to the AVE values listed in table 4, which indicates that each construct has reached an adequate level of convergent validity. This means that the indicators used are able to reflect their constructs well.

Discriminant Validity

Discriminant validity is established to ensure the distinctiveness of the constructs in the study. This indicates that the constructs in the study have their own identity and are not overly correlated with other constructs in the study [13].

Table 5. Cross Loading Value

	OHS	CSP	EP	JS
OHS1	**0.625**	0.554	0.454	0.461
OHS2	**0.890**	0.679	0.657	0.558
OHS3	**0.901**	0.659	0.603	0.611
OHS4	**0.868**	0.634	0.619	0.623
CSP1	0.625	**0.912**	0.454	0.653
CSP2	0.687	**0.917**	0.657	0.644
CSP3	0.734	**0.884**	0.603	0.693

	OHS	CSP	EP	JS
CSP4	0.713	**0.909**	0.619	0.612
JS1	0.724	0.726	0.704	**0.863**
JS2	0.483	0.603	0.687	**0.878**
JS3	0.583	0.531	0.617	**0.870**
EP1	0.592	**0.684**	0.893	0.685
EP2	0.639	**0.762**	0.923	0.680
EP3	0.664	**0.733**	0.849	0.640
EP4	0.606	**0.667**	0.859	0.718

Based on the cross loading in table 5, on the construct to which it belongs, each indicator has the maximum loading value. This shows that each indicator possesses strong discriminant validity, as it can distinguish the construct it belongs to from other constructs. Thus, all indicators used in this model are considered appropriate and valid to represent their respective constructs.

Reliability

In SEM construct reliability is described by using confirmatory factor analysis (CFA). testing criteria own a construction reliability score higher than 0.70. For construct reliability to be achieved, a CR value of ≥ 0.7 is necessary [13].

Table 6. Cronbach's Alpha & Composite Reliability Value

Variables	Cronbach's Alpha	Composite Reliability
Occupational Health and Safety (X1)	0.841	0.896
Compliance to Safety Procedures (X2)	0.927	0.948
Employee Performance (Y)	0.904	0.933
Job Satisfaction (Z)	0.841	0.904

Based on table 6, Cronbach's Alpha and Composite Reliability ratings for every variable in this study are higher than 0.70, which indicates a strong level of reliability. Thus, each question item in the instrument can be considered consistent and reliable in measuring the intended construct.

5.3 Inner Model Evaluation

R-Square

The R-squared value can be used to evaluate the inner model; 0.75 indicates a strong model, 0.50 indicates a moderate model, and 0.25 indicates a weak model. [13].

Table 7. R-Square Value

Variables	R-Square
Employee Performance (Y)	0.732
Job Satisfaction (Z)	0.568

According to the table 7, the R-square value for the Employee Performance (Y) variable is 0.732, which is classified in the strong category because it is close to the value of 0.75. This shows that the independent constructs are able to explain about 73.2% of the variation in employee performance. Meanwhile, with an R-squared value of 0.568, the Job Satisfaction (Z) variable is classified as moderate. This means that about 56.8% the independent variables in the model can account for a portion of the variation in job satisfaction. As a result, this structural model can accurately predict how the various constructs will relate to one another.

5.4 Hypothesis Test

In evaluating the path relationships in the structural model, if the t-statistic value is higher than 1.96 or the p-value is lower than 0.05, the estimation results are deemed significant. The proposed hypothesis can be accepted and the tested relationship can be deemed to have a significant effect if these requirements are satisfied.

Table 8. Path Coefficient

	Original Sample	T Statistics	P Values
OHS Policy-> Job Satisfaction	0.343	2.861	0.005

	Original Sample	T Statistics	P Values
Compliance to Safety Procedures -> Job Satisfaction	0.458	3.570	0.001
OHS Policy -> Employee Performance	0.096	1.157	0.250
Compliance to Safety Procedures -> Employee Performance	0.471	4.180	0.000
Job Satisfaction -> Employee Performance	0.366	3.937	0.000

The following are the results of table 8 analysis:

H1: Occupational Health and Safety (OHS) policy has a positive effect on job satisfaction.

It is proven that employee satisfaction increases with occupational health and safety policies. As shown by the calculated t-value of 2.861, which is greater than 1.96, and the p-value of 0.005, which is smaller than 0.05 and the initial value of the sample is 0.343, **the first hypothesis can be accepted.**

Most respondents stated that the OSH policies implemented by the company were quite good, as indicated by high average scores on policy indicators, such as the existence of written safety regulations, OSH training, and safe work procedures. Additionally, job satisfaction levels also fall into the high category, particularly in terms of comfort, feeling safe while working, and perceptions of the company's attention to employee well-being. This indicates that OSH policies contribute to increased job satisfaction.

H2: Compliance with OHS procedures has a positive effect on job satisfaction.

A positive and significant relationship between job satisfaction and compliance with safety procedures has been demonstrated. As evidence, the calculated t-value of 3.570 is greater than 1.96 and the p-value of 0.001 is less than 0.05, with a coefficient of 0.458. **The second hypothesis was finally accepted.**

Respondents generally showed a high level of compliance with K3 procedures, such as the use of PPE, understanding of SOPs, and reporting of hazards. They felt that following safety procedures provided a sense of security and supported comfort at work. This contributed to high job satisfaction scores, especially in terms of safety and trust in the company's work system. These findings support a positive relationship between compliance with procedures and job satisfaction levels.

H4: Occupational Health and Safety (OHS) policy has a positive effect on employee performance.

Compliance with work safety procedures is shown to improve employee performance. The t-statistic value of 4.180, which far exceeds the limit of 1.96, as well as the p-value of 0.000, and the coefficient value of 0.471 indicate this. Therefore, **the fourth hypothesis is accepted**.

High levels of compliance with K3 procedures are associated with significant performance improvements, based on scores on indicators such as work effectiveness, timeliness, and quality of results. Respondents who comply with SOPs tend to report better work results. This shows that compliance with safety procedures not only maintains safety, but also supports work productivity.

H5: Job satisfaction has a positive effect on employee performance.

With a t-statistic of 3.937 a p-value of 0.000, and an original sample value of 0.366, job satisfaction contributes positively and significantly to employee performance. Thus, the **fifth hypothesis is accepted**.

Employees who express satisfaction with their working conditions also demonstrate a high perception of their performance. Scores on satisfaction indicators such as work environment, recognition, and task clarity are consistent with high scores for productivity, work quality, and efficiency. This indicates that job satisfaction is an important driver of optimal performance.

Table 9. Specific Indirect Effect

	Original Sample	T Statistics	P Values
OHS Policy-> Job Satisfaction -> Employee Performance	0.126	2.266	0.026
Compliance to Safety Procedures -> Job Satisfaction -> Employee Performance	0.168	2.692	0.008

The following are the results of table 9 analysis:

H6: Occupational Health and Safety (OHS) policy has a positive effect on employee performance through job satisfaction as a mediating variable.

Due to job satisfaction as a mediating variable, Occupational Safety and Health (OHS) policies indirectly and significantly improve employee performance. With an initial sample value of 0.126, a calculated t-value of 2.266 (greater than 1.96) and a p-value

of 0.026 (smaller than 0.05) indicates this. Therefore, **the sixth hypothesis can be accepted**.

Although the direct relationship between K3 policies and performance is not significant, indirectly, through job satisfaction, this relationship becomes meaningful. Respondents who feel that K3 policies support their needs and welfare tend to feel satisfied, and ultimately demonstrate better performance. This indicates that job satisfaction is an important bridge in maximizing the impact of policies on performance.

H7: Compliance with OHS procedures has a positive effect on employee performance through job satisfaction as a mediating variable.

In addition, it has been proven that compliance with safety procedures has an indirect positive effect on employee performance because job satisfaction serves as a mediator. The calculated t-value is 2.692 (greater than 1.96), the p-value is 0.008 (less than 0.05), and the coefficient value is 0.168. Thus, **the seventh hypothesis is accepted.**

A high level of compliance with K3 procedures has an impact not only directly, but also through increased job satisfaction. Respondents who comply tend to feel safer, more valued, and more satisfied with their work environment, which in turn motivates them to work more productively and to a higher standard. This demonstrates the strong mediating effect of job satisfaction.

5.5 Discussion

The results of this study reveal that occupational safety and health (OHS) policies have a significant effect on job satisfaction, but have no direct effect on employee performance. Meanwhile, compliance with OHS procedures was shown to have a significant influence on both job satisfaction and performance, and job satisfaction was also shown to significantly influence employee performance. In addition, job satisfaction also acts as a mediating variable in the relationship between OHS policy and procedure compliance to performance.

This finding is in line with the research of [12] and [8] which shows that work safety affects performance through job satisfaction as a partial mediator. This is also reinforced by [4] who found that job satisfaction is able to strengthen the relationship between work safety factors and productivity. Furthermore, [7] also confirmed that a well-managed OHS policy can increase productivity both directly and indirectly through job satisfaction.

Different from the results of research by [10] which states that the effect of OHS on performance is only significant if mediated by job satisfaction, this study shows that compliance with OHS procedures still has a direct effect on performance, although the effect is stronger

when accompanied by job satisfaction. This suggests that aspects of employee behavior such as compliance with procedures have an important direct impact on performance.
Furthermore, this result supports [3] assertion that compliance with SOPs has an impact on work consistency and effectiveness, and reinforces [9] findings that good OHS policies can increase motivation and morale. This research is also in line with the views of [2] who places OHS policies as an important part of improving the quality of human resources and company performance.

This finding is also reinforced by [1], who explained that consistent application of work safety indicators can increase safety and work effectiveness. Observations at PT XYZ show that the level of compliance with OHS procedures is not optimal, especially in the use of PPE and handling of hazardous materials, which is an indication that a good policy still requires disciplined implementation.

Finally, this finding is also in line with the theory of [5] which states that a safety culture and effective implementation of OHS policies can reduce accidents and increase productivity. The mediating role of job satisfaction, as described by [11], also proved significant in strengthening the influence of organizational aspects on employee performance.

Overall, this study contributes by showing that employee performance is not only influenced by written policies, but also by the level of compliance with procedures and the level of employee satisfaction. Therefore, companies need to balance between the implementation of comprehensive policies and the creation of a work environment that is able to increase psychological satisfaction for employees.

6 Conclusion and Recommendation

6.1 Conclusion

Based on the data analysis, this study concludes that Occupational Health and Safety (OHS) policy has a positive and significant influence on job satisfaction. This indicates that the better the implementation of OHS policies at PT XYZ, the higher the level of employee satisfaction. Furthermore, compliance with OHS procedures also has a positive and significant impact on job satisfaction, meaning that the more employees comply with safety procedures, the more satisfied they are with their jobs. However, employee performance is not directly and significantly influenced by OHS policy, suggesting that the policy alone is not sufficient to improve performance without the support of other factors such as employee perceptions or satisfaction. On the other hand, compliance with OHS procedures significantly affects employee performance, indicating that higher compliance leads to better performance outcomes. Job satisfaction is also found to have a positive and significant effect on performance, showing that satisfied employees tend to perform better. Moreover, job satisfaction acts as a mediating variable between OHS policy and employee performance, meaning that OHS policies

can enhance performance only if they also improve job satisfaction. Likewise, job satisfaction mediates the relationship between compliance with OHS procedures and performance, showing that compliance influences performance both directly and indirectly through job satisfaction.

Based on the results of this study, there are several important insights that can be used as a reference for companies and future researchers. First, the implementation of good Occupational Safety and Health (OSH) policies does not directly improve employee performance. This shows that OSH policies are not enough if they are only administrative or formal in nature; there needs to be understanding, involvement, and positive perceptions from employees for these policies to have a real impact. Second, compliance with OSH procedures—such as the use of personal protective equipment (PPE) and adherence to standard operating procedures (SOPs)—has a significant direct impact on performance. This means that actual actions on the ground are far more decisive in determining work outcomes than policy documents alone. Third, job satisfaction has proven to be an important link in the relationship between OSH and performance. This underscores that feelings of safety, comfort, and being valued at work are psychological factors that motivate employees to achieve optimal performance. Therefore, companies must not only create a physically safe work environment but also prioritize employees' psychological well-being and motivation to maximize performance outcomes.
This study, however, has several limitations that should be taken into account. First, the scope is limited to one manufacturing company (PT XYZ), so the findings may not be generalizable to other industries or organizations of different scales. Second, data collection used an accidental sampling method, which may introduce bias because it only includes respondents who were available and willing at the time of data collection. Third, other variables that may influence performance such as organizational culture, motivation, or leadership were not included in the model, so their relative effects remain unknown. Despite these limitations, this study provides valuable contributions to the development of OHS policies and strategies to improve job satisfaction and employee performance. Further research is needed to expand the context and deepen the understanding of the relationships among these variables.

6.2 Recommendation

Based on the results and findings of this study, PT XYZ is advised to continue improving the implementation of Occupational Safety and Health (OSH) policies to promote employee job satisfaction. This can be achieved by actively involving employees in the formulation and evaluation of OSH policies, so that the policies created are more in line with the needs and realities on the ground. The company also needs to conduct regular safety training, especially for new employees, to improve their understanding of safety policies. Communication about the importance of workplace safety should also be strengthened, whether through direct briefings, information media in the workplace, or regular group discussions.

Additionally, improving compliance with OSH procedures should be a top priority. This study shows that compliance with safety procedures has a significant impact on employee satisfaction and performance. To support this, companies can provide further education on safety signs available in the workplace, conduct more in-depth training on handling hazardous materials, and educate and remind employees of the importance of maintaining cleanliness and order in the workplace through the implementation of the 5S principles. In addition to education, companies are also advised to provide incentives or rewards to employees who demonstrate high compliance with safety procedures, as a form of motivation and recognition.

Companies are also expected to create a work environment that enhances overall job satisfaction, not only in terms of physical safety and comfort but also in terms of harmonious work relationships and recognition of employee contributions. Building a supportive and appreciative work culture can be achieved by providing regular appreciation, giving constructive feedback, and involving employees in decision-making processes related to safety policies.

Finally, to maintain optimal employee performance, companies should pay attention to the effectiveness of time and resource utilization in work, as well as strengthen teamwork spirit. This can be achieved through time management training, clear task allocation, and regular evaluations of work achievements. By implementing these suggestions, it is hoped that companies can create a safer, more comfortable, and productive work environment, thereby positively impacting employee satisfaction and performance in the long term.

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