
The Effect of Occupational Safety and Health Programs, Workload on Employee Performance Mediated by Work Stress

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Abstract

The Occupational Safety and Health (OSH) program which is one of the human rights and one of the efforts in improving employee performance in the company itself. This research aims to determine the effect of the Occupational Safety and Health program and workload on employee performance which is mediated by work stress at PT. Sinarjaya Inti Mulya Srengsem work unit. The research method used is comparative quantitative research, where variables are measured using a Likert scale. The number of samples in this research was 70 employees of PT. Sinarjaya Inti Mulya Srengsem work unit. The data collection techniques in this research used document studies, questionnaires, and interviews. Data analysis techniques using Structural Equational Modeling (SEM) using Smart-PLS. The research results showed that the OSH Program has a positive and significant effect on employee performance, workload, and work stress has a negative and significant effect on employee performance, the OSH Program has a negative but not significant effect, workload has a positive and significant effect on work stress, the OSH Program mediated work stress does not have a significant effect on employee performance, work conditions mediated by work stress have a significant effect on employee performance.

Keywords: Occupational Safety and Health (OSH) Program; Workloads; Employee Performance; Work Stress

INTRODUCTION

Employees are part of the company's assets and are very important in contributing to the company's good performance and also being able to compete. Employee work results can be monitored in terms of quality, quantity, work time, and cooperation to achieve the goals set by the company. Employee performance is an indicator of the company's success in achieving its goals. Employee performance is a determinant of the progress of the company. And performance is also something that is very important in efforts to achieve the goals of an organization (Harahap & Tirtayasa, 2020).

The company should be able to manage its human resources (HR) professionally so that a balance can be realized between employee needs and the demands and capabilities of the company's organization. This balance is the main key to the company's ability to develop productively and reasonably (Indrayani, 2013).

Performance is an outcome of employees based on the process, results, and work attitude of employees within a certain period of time (Akbar, 2018). It is not realized that the human element in an organization is of very high value because it has a central role in every step of the organization. It is an organizational resource whose procurement requires very expensive costs, such as for recruitment, selection, testing, training, and development. Therefore, some human resource management experts refer to the human element in an organization as human capital. unaware of how crucial and valuable the human element is in the organization.

Along with the development of sophisticated science and technology and the emergence of new innovations in the field of production techniques, it has encouraged companies to improve the knowledge and skills of their human resources in order to produce high-quality products. Human resources as employees cannot be separated from problems related to OSH while working; by ensuring OSH can foster work enthusiasm in employees (Apriani, 2017).

An accident can occur due to various causal factors, and accidents will not happen by themselves. One of the main causes of accidents is the human factor, also known as unsafe actions motivated by a lack of knowledge, skills, attitudes, unsafe behavior, and so on. Actually, the possibility of work accidents can be eliminated or minimized by increasing knowledge about the potential hazards posed in the workplace, because the higher the level of knowledge of workers, the greater the level of productivity (Sunariyanto, 2014).

Referring to the annual report of the Employment Social Security Agency (BPJS) in the last eight years (2015–November 2022), there has been an increase in the number of work accidents each year. Based on BPJS Employment data, in 2015 there were 110,285 cases of work accidents, while in 2016, the number of work accidents fell to 101,367 cases. But after 2016, the number of work accidents always experienced a surge in the following years. It was proven that in 2017, there were 123,040 cases of work accidents, while in 2018, the number of accidents reached 173,415 cases. In 2019, the data results increased even more until the number of work accidents reached 182,835 cases.

Citing this BPJS employment data, it can be seen that the number of work accidents from the 2020 pandemic to 2022 has increased to around 200 thousand cases. It can be seen that in 2020 there were 221,740 cases of work accidents, while in 2021 there were 234,270 cases. Until November 2022, the number of work accidents last year reached 265,334 cases. The increase in cases of work accidents has made the Minister of Manpower of the Republic of Indonesia, Ida Fauziah, SHI, convey the application of OSH as a priority in order to realize increased work productivity.

Based on the data mentioned above, the protection and safety factor of employees at work is a factor that affects employee performance. When employees have a feeling of security and comfort because the company provides good protection, they will work with a calm feeling and can work excellently. Governments, employers, workers, and organizations together face a major challenge in trying to protect safety and health in the workplace. The workplace is the most effective means by which employers and workers together provide information dissemination and conduct a series of socializations related to OSH.

PT Sinarjaya Inti Mulya (SJIM) operates in two locations: Lampung and Central Kalimantan. Both plants consist of crushing and processing plants to produce palm kernels, which are processed into crude palm kernel oil (CPKO). PT Sinarjaya Inti Mulya (SJIM) Lampung is located in Banjar Sari, Metro Raya, Lampung, with a capacity of up to 600 tons of palm kernels per day. The other mill is located in Baamang, East Waringin Regency, Central Kalimantan. It was built in 2012 and is capable of producing up to 1000 tons of palm kernels per day. Both mills also produce Palm Kernel Expeller (PKE), which is a by-product of crushing and removing oil from palm kernels. Palm Kernel Expeller (PKE) is mostly known as a quality animal feed containing high levels of crude protein and moderate energy levels. The processed Palm Kernel Expeller (PKE) from PT Sinarjaya Inti Mulya (SJIM) will mainly be exported to Europe, Korea, Australia, and New Zealand.

In April 2004, PT Sinarjaya Inti Mulya (SJIM) was inaugurated as a bonded area, which requires that all of its products be intended for export; therefore, PT Sinarjaya Inti Mulya (SJIM) prioritizes the quality and safety of its products with international

benchmarks. To meet the standard requirements, PT Sinarjaya Inti Mulya (SJIM) implements a Food Safety Management System (FSMS) that refers to the GMP+ Standard and Hazard Analysis Critical Control Point (HACCP) System to obtain a license to operate in the international feed sector. PT Sinarjaya Inti Mulya (SJIM) was granted a GMP+B2 certificate in October 2002 and has been operating under GMP+ standards since then.

PT Sinarjaya Inti Mulya (SJIM) also successfully obtained GMP Certificate No. 13 on quality control of animal feed to be exported to The Hague, Netherlands. And in March 2006, PT Sinarjaya Inti Mulya (SJIM) was granted a certificate to export its animal feed to The Hague. Following the recognition received from The Hague, PT Sinarjaya Inti Mulya (SJIM) is considered one of the leading crude palm kernel oil (CPKO) producers in Indonesia. In determining whether employees have good performance, many factors need to be considered. These factors are OSH, workload, and work stress. One factor that needs attention from the company is the OSH program. The theory of the meaning of OSH is generally divided into three categories, including the meaning of OSH according to scientific philosophy and according to standards.

OSH is one of the requirements to increase employee work productivity, and OSH is also a policy made by the government to protect labor and regulate the rights and obligations of employees to the company (Avindo et al., 2018). Protection of labor is an obligation that must be given by the company to its employees so that employees can work more calmly, safely, and comfortably and production targets can be met. The OSH program aims to protect workers, improve the quality of life, the welfare of employees, and employee performance. These goals can be achieved if there is reciprocity between employees and the company so that each party benefits from the reciprocal process (Tarwaka, 2013).

Another condition is the lack of awareness among most of the company and industrial community, both employers and workers, of the importance of OSH, which is an obstacle and challenge that is often faced. In order for OSH issues to be implemented properly, thorough and continuous guidance and supervision are needed. Therefore, OSH, which is one part of efforts to protect labor, needs to be developed and improved at every level of the work process. This goal can only be achieved if accidents, including fire, explosions, environmental pollution, and occupational diseases, can be prevented and controlled to a harmless limit. Therefore, every OSH effort is nothing but the prevention and control of accidents in the workplace (Tarwaka, 2013).

Workload is a burden of mental, physical, and social activities received by someone who must be completed within a certain period of time that has been determined or in accordance with their physical abilities, as well as the limitations of the workers who receive the burden. (Wahdaniah 2018) Given that human work is mental as well as physical, each has a different level of load. A level of loading that is too high can result in excessive energy usage, overstress, boredom, and a sense of saturation (understress). In general, the optimal amount of workload will be achieved if there is no excessive pressure and tension, both physically and mentally (Tarwaka, 2013).

Quoting from Permendagri No. 12/2008, which states that workload is the amount of work that must be accepted by a position in an organizational unit and is the product of work volume and normal time. If the employee's ability is higher than the demands of the job, there will be a feeling of boredom with the demands of the job. On the other hand, if the employee's ability is lower than the job demands, there will be excessive fatigue. Therefore, what is very important to be considered by companies to influence the performance of their employees is the distribution of the right workload and also in accordance with the abilities of employees (Chandra, 2017).

The problem of work stress that occurs in organizations has become an important symptom to observe since the emergence of demands for efficiency in work. Leaders can always give excessive workloads to employees, which then make employees stressed at work, which can have an impact on worsening employee performance (Fauzi, 2018).

Basically, various sources of stress can be grouped, namely those that come from within the job and those that come from outside the person's job itself. Various things that can be a source of stress originating from work can also vary such as time pressure, a work climate that can create insecurity, lack of information derived from feedback on one's work performance, poor supervision, too heavy a workload of tasks, imbalance between authority and responsibility, unclear role of employees in the overall activities of the organization, achievements caused by the intervention of other parties too often so that someone feels disturbed concentration, conflict disputes between or with parties inside and outside the work group, differences in the value system adopted by employees and those adopted by the organization and changes that occur which generally cause a sense of uncertainty (Iswari & Pradhanawati, 2018).

Given the importance of implementing the OSH program, which is one of the human rights and one of the efforts to improve employee performance in the company itself, so that more serious attention is needed for the company so that employees who work feel protected by their safety and health, if employees feel protected, they can feel comfortable at work so that their performance can increase.

Based on an initial survey conducted at PT Sinarjaya Inti Mulya, it was found that there were complaints from several employees regarding the OSH program, namely the lack of attention of company management to the implementation of the OSH program by not conducting pre-employment health checks and periodic health checks for employees, a lack of guidance on work adjustments for workers, a lack of guidance for workers who have special skills, and a lack of training on first aid in accidents.

Based on the research findings of Zulyanti (2013), it appears that MPS KUD Tani Mulyo has been committed to the OSH policy in accordance with Permenaker Number PER.05/MEN/1996). Whereas in the research of Agung & Yudi (2016), from the results of observations of 20 workers, results regarding the use of PPE show that the majority of workers use foot protection in the form of safety shoes, and masks are the least personal protective equipment used by workers. It was found that the risk index for work accidents in TKBM was 9.103. Based on the data obtained during the observation, it can be seen that 25% of the workers observed did not use the appropriate foot protection, namely safety shoes.

The research by Makatuuk et al. (2019) shows that the maintenance and development parts of the occupational safety and health management system at PT Rizky Mulia Sejahtera are working well (73% of the time), document control parts are very good (100% of the time), and working based on management systems and occupational safety is very good (100% of the time). Based on this phenomenon and some conclusions from previous research, the purpose of this study is to determine the influence of the OSH program and workload related to work stress on the company so that it can be seen how the performance of its employees

RESEARCH METHOD

This study uses a quantitative approach that is comparative in nature to compare several data points. The aim is to find differences and similarities from the data collected about the effect of occupational safety and health (OSH) workload on employee performance mediated by work stress at PT Sinarjaya Inti Mulya Srengsem Work Unit.

According to the level of explanation, this research is included in associative research, which means that this research intends to connect exogenous variables with endogenous variables, which are then compared with certain variables in several different situations. The approach used in this research is a quantitative approach because the data obtained in the study are in the form of numbers, and to obtain research results, statistical tools are used. (Sangadji, Mamang, Etta, 2010). Then the data collection techniques were carried out in the form of document studies, questionnaires, surveys, and interviews.

RESULT AND DISCUSSION

Tabel 1 R-Square Value

Variabel	R-Square (R ²)	R Square Adjusted (Q ²)
Employee Performance (Y)	0.574	0.163
Work Stress (Z)	0.188	0.555

Source: SmartPLS Version 3.0 Processed Data, 2023

The table above demonstrates that the R Square Adjusted (Q²) value demonstrates how well the model and parameter estimate generate the observed value. The R squared adjusted (Q²) value greater than 0 indicates that the model has predictive relevance. In both structural models, the adjusted R squared (Q²) value is greater than 0, so it has a predictive relevance value.

Then the R-Square value for the employee performance variable obtained a value of 0.513, and the work stress variable obtained a value of 0.170. These results indicate that 57.4% of OSH and workload have an effect with a strong correlation category on employee performance, and the remaining 42.6% is influenced by other factors not examined by the author. As for the work stress variable, the results show that 18.8% of OSH and workload have a slight influence with a very weak correlation category on employee performance and the remaining 81.2%, which is not examined by the author.

Hypothesis Test Result

Tabel 2 Direct Effects T-Statistics dan P-Values

	Original Sampel (O)	Sempel Mean (M)	Standard Deviation (Stdev)	T- Statistics (O/Stdev)	P Values
OSH (X1) → Employee Performance (Y)	0.416	0.425	0.086	4.815	0.000
Workload (X2) → Employee Performance (Y)	-0.338	-0.341	-0.095	3.572	0.000
Work Stress (Z) → Employee Performance (Y)	-0.264	-0.261	0.074	3.562	0.000
OSH (X1) → Work Stress (Z)	-0.168	-0.183	0.111	1.507	0.132
Workload (X2) → Work Stress (Z)	0.352	0.352	0.124	2.840	0.005

Source: SmartPLS Version 3.0 Processed Data, 2023

The table above is the result of testing with bootstrapping which in this study from PLS analysis is as follows:

1. Hypothesis Testing 1: OSH Program affects Employee Performance.

The effect of the OSH program on employee performance shows a path coefficient value of 0.416 and P Values of $0.000 < 0.050$, which means Hypothesis 1 is accepted. Based on these results, it can be interpreted that the OSH program on Employee Performance is statistically significant, this shows that Occupational Safety and Health factors have a significant influence on performance. From the table, a positive coefficient value is also obtained, meaning that the effect of OSH on performance is statistically significant and positive as seen from the magnitude of the path coefficient of 0.416.

2. Hypothesis Testing 2: Workload affects Employee Performance

The effect of workload on employee performance shows a path coefficient value of -0.338 and P Values of $0.000 < 0.050$, which means Hypothesis 2 is accepted. Based on these results, it can be interpreted that the effect of Workload on Employee Performance is statistically significant. This means that changes in Workload significantly affect Performance. From the table, a negative coefficient value is also obtained, meaning that the effect of Workload on employee performance is statistically significant and negative as seen from the magnitude of the path coefficient of -0.338.

3. Hypothesis Testing 3: Work Stress affects Employee Performance

The effect of work stress on employee performance shows a path coefficient value of -0.264 and P Values of $0.000 < 0.050$, which means Hypothesis 3 is accepted. Based on these results, it can be interpreted that the effect of work stress on employee performance is statistically significant. This means that the level of Job Stress has a significant effect on Performance. From the table, a negative coefficient value is also obtained, meaning that the effect of Job Stress on Performance is statistically significant and negative as seen from the magnitude of the path coefficient of -0.264.

4. Hypothesis Testing 4: OSH Program affects Job Stress

The effect of the OSH program on work stress shows a path coefficient value of -0.168 and P Values $0.132 > 0.050$, which means Hypothesis 4 is rejected. Based on these results, it can be interpreted that the effect of OSH on work stress is not statistically significant. This means that the level of the OSH program does not have a significant effect on work stress. From the table, a negative coefficient value is also obtained, meaning that the effect of the OSH program on work stress is statistically insignificant and negative as seen from the magnitude of the path coefficient of -0.168.

5. Hypothesis Testing 5: Job Stress affects Job Stress

The effect of the OSH program on work stress shows a path coefficient value of -0.168 and P Values $0.132 > 0.050$, which means Hypothesis 4 is rejected. Based on these results, it can be interpreted that the effect of OSH on work stress is not statistically significant. This means that the level of the OSH program does not have a significant effect on work stress. From the table, a negative coefficient value is also obtained, meaning that the effect of the OSH program on work stress is statistically insignificant and negative as seen from the magnitude of the path coefficient of -0.168.

Tabel 3 Result For Sobel Test

Konstruk	Original Sampel (O)	T-Statistics (O/Stdev)	P Values
OSH (X1) → Work Stress (Z) → Employee Performance (Y)	0.044	1.347	0.178
Beban Kerja (X2) → Work Stress (Z) → Employee Performance (Y)	-0.093	2.056	0.040

Source: SmartPLS Version 3.0 Processed Data, 2023

Based on table 3, the effect of the OSH program on employee performance through work stress as an intervening variable by showing a coefficient value of 0.044 and P Values $0.178 > 0.050$ which means Hypothesis 6 is rejected, indirectly work stress does not mediate the OSH program on employee performance. While the effect of workload on employee performance through work stress as an intervening variable by showing a coefficient value of -0.093 and P Values $0.040 < 0.050$ which means Hypothesis 7 is accepted, indirectly work stress mediates workload on employee performance.

Discussion

The influence of the OSH variable on the Employee Performance variable

The OSH program has a positive and significant influence on employee performance at PT Sinarjaya Inti Mulya (SJIM), which means that employees consider that OSH is so influential on employee performance because employees feel that they have participated in the OSH program, care about the OSH SOP, and feel that the OSH program has an effect on increasing a sense of comfort, which has an impact on excellent employee performance.

This is in accordance with the grand attribution theory; there are internal (personal) and external (environment/company) links that indicate safety and protection factors at work are one of the factors that affect employee performance. When employees have a sense of security and comfort because they feel they get good protection from the company, they will also work with a calm feeling and will work well. Thus, when the company runs an OSH program for each employee to reduce the risk of work accidents, it can make the workforce feel protected for their safety and health. In addition, a good OSH program also reflects the company's commitment to employee welfare, creating a sense of trust and loyalty among the workforce.

In line with Parashakti (2020) research, an effective OSH program creates a safe and healthy work environment. Employees who feel safe and healthy will be more productive because they can focus on their work without worrying about potential hazards or the risk of injury. Parashakti's research may also indicate that the implementation of a good OSH program can reduce absenteeism due to injury or illness, which can improve overall employee performance.

As revealed in research by Ramli in 2010, a workforce that feels cared for, nurtured, and developed by the company will be more motivated to work well. They will feel valued and given attention, which can increase their motivation to give their best at their work. The author concludes that a good OSH program can reflect a company's proactive approach to human resource management, which can improve overall employee performance. In a corporate context, an effective OSH program would be a worthwhile investment, as it not only safeguards employee well-being but also has the potential to increase productivity and reduce absenteeism. This will help the company achieve better and more sustainable employee performance in the long run.

The effect of workload variables on employee performance variables

Workload has a negative and significant effect on employee performance at PT Sinarjaya Inti Mulya (SJIM), which means that the direction of the relationship is negative, which means that when employee workload is high, it will reduce employee performance, and vice versa, when employee workload is low, it will improve employee performance.

This is in accordance with the grand attribution theory; there is a link internally (personal) and externally (environment or company). Workload is the amount of work that must be carried out by a position or organizational unit and is the product of work volume and normal time. If the worker's ability is higher than the demands of the job, there will be a feeling of boredom. On the other hand, if the worker's ability is lower than the demands of the job, there will be more fatigue. Therefore, the distribution of workload that is appropriate and in accordance with the capabilities of employees is very important to note because it can affect employee performance in the company.

Research by Lukito & Alriani (2019) supports these findings. First, excessive workload can cause stress and fatigue in employees. Employees who feel overloaded with tasks and responsibilities may find it difficult to manage their time and energy efficiently. This can lead to a decrease in productivity and quality of work. Research by Nabawi (2019) also confirms that a high workload negatively affects employee performance, which can include a decrease in work quality and an increased risk of errors.

In addition, if the workload is unbalanced and does not match the employee's capacity, this can result in job dissatisfaction. Employees who feel overly pressured with unrealistically heavy tasks may feel frustrated and less motivated to do a good job. This can also have an impact on poor attendance rates and high employee turnover rates, which in turn will affect organizational performance and stability. Research by Fransiska (2020) concluded that workload affects employee performance partially, indicating that too much workload can hinder employee performance.

The author concludes that it is important for companies to manage their workload in a balanced manner because it has a direct effect on employee performance. If too many job demands are given to employees, they can become bored and ineffective at work. Conversely, if the job demands are lower, the employee will feel the workload is reduced, so that employees can focus more on the field of work being done and feel comfortable at work. Thus, it is very important to do the division of work in accordance with the abilities and competencies of employees in order to work more optimally.

The effect of work stress variables on employee performance variables

Job stress has a negative and significant influence on employee performance at PT Sinarjaya Inti Mulya (SJIM), which means that the lower the employee's job stress, the more employee performance increases. In addition, work stress can also have a negative impact on employees' mental and emotional well-being. Employees who experience excessive job stress can experience symptoms such as anxiety, depression, and prolonged fatigue. This not only impacts their performance at work but also their overall quality of life.

This is in accordance with the grand theory of attribution. There is an internal (personal) and external (environment/company) link that work stress can increase motivation, stimulate employees to work even harder, or provide inspiration to live better. It is important for companies to manage employee work stress well, including by ensuring realistic workloads and providing the necessary support and resources. This will help improve employee performance and minimize the negative impact of work stress on the company.

Research by Lukito & Alriani (2019) supports the findings that high levels of stress can interfere with employee concentration and focus. Employees who feel too much pressure and stress from work tend to find it difficult to concentrate on their tasks. This can result in a decrease in productivity and an increase in the number of errors at work. In addition, work stress caused by excessive workload, as revealed by (Hariana, 2018), can lead to job dissatisfaction. Employees who feel they are given too many tasks without enough support may feel frustrated and less motivated to do a good job. This can also have an impact on high absenteeism rates and high employee turnover rates, which will affect organizational performance and stability.

The author concludes that the effect of job stress on employee performance is quite high. The higher the level of employee stress, the more it can affect concentration at work, which can result in reduced performance at work and have a dispute effect with other employees due to unfavorable emotional influences that can lead to impulsive actions against coworkers. And if the level of work stress is lower, it can cause a sense of comfort, so that employee performance increases. The creation of a good and positive work atmosphere and work environment can improve employee performance. And thus, it can be stated that job stress is one of the factors that affect employee performance.

The influence of the OSH program variable on the Work Stress variable

The OSH program has a negative and insignificant effect on employee performance at PT Sinarjaya Inti Mulya (SJIM), which means that employees do not feel anxious, which can cause work stress for employees. Employees feel that the company has carried out and implemented PPE safety protocols both in the company's internal environment and for visitors or guests in the company.

This is in accordance with the grand attribution theory; there is an internal (personal) and external (environment/company) link that reduces employee anxiety, which can reduce stress at work. In addition to implementing health protocols, employees are entitled to health insurance and periodic checks on the company as their security and comfort at work so that they can work freely and reduce stress levels due to feelings of fear of accidents at work.

Research by Sahaduta (2017) supports these findings that there is a negative and insignificant influence between OSH and job stress. This is based on the fact that the higher the value of OSH, the level of job stress will also decrease, and vice versa, the lower the value of OSH, the level of job stress will also increase. This is because, with a good OSH implementation system, the anxiety and discomfort felt by workers will decrease. Anxiety and discomfort are two of the indicators of stress in the work carried out by the worker. The results of this study are supported by the results of research conducted by Artadi (2015), which shows the same results: there is a negative and insignificant influence of OSH on work stress among employees of PT Merapi Agung Lestari.

The author concludes that the effect of the OSH program on work stress has no direct effect. This can be explained by the reduction in employee anxiety, which can reduce stress at work. In addition to carrying out protocols according to the applicable SOP, employees are entitled to health insurance and periodic checks on the company as their security and comfort at work in order to work freely and reduce stress levels due to feelings of fear of work accidents.

Effect of Workload variable on Work Stress variable

Workload has a positive and significant effect on work stress at PT Sinarjaya Inti Mulya (SJIM), which means that workload is one of the most important factors in

influencing work stress in employees. The meaning is that if the workload felt by an employee is high or heavy, then the employee will tend to experience stress at work.

This is in accordance with the grand theory of attribution; there is an internal (personal) and external (environment or company) link that the level of loading that is too high for employees allows excessive energy use and overstress; on the other hand, the intensity of loading that is too low for employees allows boredom and saturation or understress. So this is where the role of the company is to take part in the distribution of workload in accordance with the capacity and ability of each employee in order to avoid excessive work stress.

Research by Rizky & Afrianty (2018) supports these findings that workload has a positive and significant effect on work stress because high workloads, such as excessive tasks, tight time pressure, and unrealistic performance targets, can cause psychological pressure on employees. They feel trapped in a situation where they must perform and achieve high results without having adequate resources and time. As a result, as they feel overburdened by demanding jobs, employees' stress levels rise. Therefore, company management must pay attention to the importance of managing employee workloads wisely to avoid increasing work stress levels.

The author concludes that the effect of workload on work stress has a direct effect that results in work stress in employees. The greater the workload, the more anxious employees become, and the less motivated they become, leading to increased levels of stress and burnout at work.

The influence of OSH variables on employee performance variables mediated by work stress

Because OSH and work stress are two factors that can affect employee performance in various ways, the OSH program on employee performance at PT Sinarjaya Inti Mulya (SJIM) does not have a significant effect, which means that the OSH program indirectly does not really affect employee performance through work stress as a mediating variable. First, OSH is usually focused on creating a safe and physically healthy work environment, with efforts to prevent accidents and physical injuries. Meanwhile, job stress is more related to psychological and social factors in the workplace, such as excessive workload, time pressure, or poor interpersonal relationships.

This is in accordance with the grand theory of attribution: there is a link between internal (personal) and external (environment/company) that causes companies that do not implement OSH programs to have a fairly high number of work accidents when compared to companies that have implemented OSH programs properly. Companies with a "zero accident" category can provide employee safety and comfort at work, not causing concerns that cause employees to become stressed at work, so that employee performance can increase. There are other factors that make employees less worried about their safety by registering employees in occupational health and safety insurance, such as BPJS health and BPJS employment, which can be used when employees are sick or have work accidents. This contradicts the results of research by Sunariyanto (2014), who found that OSH on employee performance has a significant positive effect. The OSH program provided by the company to employees is very helpful in improving employee performance.

The author concludes that the OSH program on employee performance does not mediate work stress at PT Sinarjaya Inti Mulya (SJIM). A good OSH program may succeed in reducing physical risks, but it does not always overcome or reduce workloads that can produce work stress. Second, job stress is often an individual response to a particular situation, and each employee may respond to workload in different ways. Thus, while a good OSH program can create a physically safer environment, it does not necessarily

eliminate the psychological factors that can cause work stress. Therefore, OSH programs may be more effective in reducing physical risks and injuries than in reducing work stress, which may affect employee performance differently.

The influence of workload variables on employee performance mediated by work stress

Work stress has an impact on workload and employee performance at PT Sinarjaya Inti Mulya (SJIM), which means that work stress can mediate workload and employee performance. To achieve good employee performance, a leader must provide a workload that is in accordance with the abilities and skills of his workers so that there is no work stress, which can later cause the employee's performance level to be unstable.

This is in accordance with the grand theory of attribution; there is an internal (personal) and external (environment or company) link that the construct of work stress partially mediates the effect of workload on employee performance. This means that employees must be able to control the level of work stress they experience, caused by several factors that can cause work stress, namely: physical demands, task demands, etc. Work stress experienced by employees tends to be at a moderate level because, with this moderate level of work stress, it will be able to create innovative ideas and constructive work stress output so that employees can improve their performance. In this case, moderate levels of work stress are well experienced by employees, with an intensity that is not too long or prolonged.

In accordance with the quote in the study Fauzi (2018), the existence of this indirect effect shows that the higher the workload, the more work stress will increase and the performance will decrease, and vice versa. An excessive workload can affect a person's physical and psychological condition. When employees experience physical fatigue, emotional instability, and behavioral changes, it will be increasingly difficult for them to achieve targets according to time and work standards and optimal working conditions, so that the resulting output is not in accordance with the predetermined quantity, quality, time, and cost.

The problem of work stress in the company has become an important symptom to be observed since the emergence of demands for efficiency in work. Leaders always give excessive workloads to employees so that they make employees stressed at work, which has an impact on worsening employee performance.

The author concludes that workload on employee performance can mediate work stress in the company, both directly and indirectly. Workload affects employee performance, which is mediated by work stress. The higher the workload, the more it can cause work stress, so employee performance can also decrease. And vice versa, if employees feel the workload is not high, then work stress will decrease and employee performance will increase.

In other words, work stress can be a bridge that connects a high workload with decreased employee performance. To reduce the negative effect of workload on employee performance through the mediation of job stress, companies can consider strategies such as more balanced workload management, stress management training, and creating a work environment that supports employees' mental well-being. Thus, employees will be better able to deal with pressure and maintain optimal performance.

CONCLUSION

This study provides empirical evidence regarding the effect of the Occupational Safety and Health (OSH) program and workload on employee performance mediated by

work stress at PT Sinarjaya Inti Mulya Srengsem Work Unit. Based on the results of the research that has been done, several things can be concluded, namely: 1) The OSH program has a significant influence with a P value of $0.000 < 0.050$ and is statistically positive as seen from the magnitude of the path coefficient of 0.416 on employee performance. 2) Workload has a significant effect with a P value of $0.000 < 0.050$ and is statistically negative as seen from the magnitude of the path coefficient of -0.338 on employee performance. 3) Work stress has a significant effect with a P value of $0.000 < 0.050$ and is statistically negative as seen from the magnitude of the path coefficient of -0.264 on employee performance. 4) The OSH program does not have a significant effect with a P value of $0.132 > 0.050$ and is statistically negative as seen from the magnitude of the path coefficient of -0.168 on work stress. 5) Workload has a significant influence with a P value of $0.005 < 0.050$ and is statistically positive as seen from the magnitude of the path coefficient of 0.352 on employee work stress. 6) OSH program on employee performance through work stress as an intervening variable by showing a coefficient value of 0.044 and P Values $0.178 > 0.050$ which means that indirectly work stress does not mediate the OSH program on employee performance. 7) Workload on employee performance through work stress as an intervening variable by showing a coefficient value of -0.093 and P Values $0.040 < 0.050$ which means that work stress directly mediates workload on employee performance.

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