

# ISRG Journal of Economics, Business & Management (ISRGJEBM)



**ISRG PUBLISHERS**

Abbreviated Key Title: Isrg J Econ Bus Manag

ISSN: 2584-0916 (Online)

Journal homepage: <https://isrgpublishers.com/isrgjebm/>

Volume – III, Issue -I (January- February) 2025

Frequency: Bimonthly



## ANALYSIS OF OCCUPATIONAL HEALTH AND SAFETY, TRAINING AND DEVELOPMENT, AND WELFARE IN IMPROVING EMPLOYEE PERFORMANCE

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| **Received:** 02.02.2025 | **Accepted:** 06.02.2025 | **Published:** 11.02.2025

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### Abstract

*Human resources are the most important asset in an organization in encouraging the achievement of goals, so that human resources themselves become a necessity and need that an organization must have. Human resources really determine the process of successful performance of an organization which needs to be utilized and developed. With the support of large potential resources, an organization can operate effectively and efficiently which comes from the support of employee roles. Employees who work have the right to work safety and health which in practice is protected by statutory regulations. However, in reality, the number of work accidents, especially in Indonesia, is still relatively high and increasing. This literature exploration aims to formulate hypotheses related to the impact of occupational health and safety, competency and work environment on worker performance in an organization. The focus of this literature exploration lies in aspects of human resource management, the importance of K3, competency development and training in improving worker performance which will contribute to company productivity in achieving organizational goals.*

**Keywords:** *Development and Training, Occupational Health and Safety, Human Resources Performance*

## INTRODUCTION

Indonesia is a vast and developing country with a large population and abundant natural resources. The country has been striving to enhance various industrial sectors to support economic growth. This plays a crucial role in demanding the development of industrial factors related to labor (man), materials (material), equipment (machine), and capital (money). Among these factors, labor (man) is particularly significant as it holds control over the growth and development of organizations in all industrial sectors.

According to Mauliyana, Human Resources (HR) are the main element of an organization, as humans are the factor that controls all other elements within an organization (Mauliyana, 2019). Human Resources (HR) are the most important asset that an organization must possess and maintain to achieve its goals and fulfill its vision and mission. HR is managed through Human Resource Management (HRM), a process that involves acquiring, training, evaluating, and compensating employees as part of an organization's effort to appreciate its workforce. This is supported by Hasibuan, who argues that employees play a key role in organizational activities, acting as planners, implementers, and decision-makers in achieving organizational goals (Hasibuan, 2007).

Ibrahim and Irbayuni state that the availability of Occupational Health and Safety (OHS) guarantees can improve employee performance (Ibrahim & Irbayuni, 2022). Workplace accidents are detrimental to both employees and companies. According to data from BPJS Ketenagakerjaan, the number of Work Accident Insurance (JKK) claims recorded in 2019 was 182,835 cases. This number consistently increased, with 221,740 claims in 2020, 234,370 claims in 2021, and rising again to 297,725 claims in 2022 (Ketenagakerjaan, 2024). This data indicates that the implementation of OHS programs in Indonesian companies remains relatively low.

Putrawiyanta states that OHS implementation can be approached through competency-based human resource management, where workers are required to be aware of workplace safety through programs or activities such as risk management, safety training, OHS-related campaigns, safety administration, emergency management, inspections, and investigations of accidents and hazardous incidents (Putrawiyanta, 2021). This study also emphasizes the importance of worker involvement and the necessity for workers to be aware of occupational health through programs like workplace health check-ups.

Apart from Occupational Health and Safety, employee welfare is also a factor influencing employee performance. A survey conducted by Mekari found that 97% of employees reported increased productivity when the company provided financial support (Mekari, 2024). The study suggests that companies should invest in employees' financial well-being to enhance employee retention and productivity, ultimately benefiting overall company performance. In their research, Efendi and Tamami argue that employee performance can decline due to inadequate welfare levels (Efendi & Tamami, 2017). This aligns with the findings of Hogantara and Sintaasih, who state that low welfare levels contribute to decreased employee performance (Hogantara & Sintaasih, 2015).

In practice, Occupational Health and Safety is also an essential component of employee training and development programs within companies. Triasmoko and his team state that one of the key

measures to enhance employee performance in a company is by conducting and facilitating training and development programs (Triasmoko, Djudi, Gunawan, & Nurtjahjono, 2014). Such programs play a significant role for employees. Rahinnaya & Surya, in their journal, highlight that training and development programs ensure that employees acquire relevant skills and competencies, resulting in improved performance compared to those who do not participate in these programs (Rahinnaya & Perdhana, 2016). The impact of these programs is an increase in employee performance, which serves as a benchmark for a company's success. The journal *"The Effect of Training and Development on Employees of PT. Bank Negara Indonesia (PERSERO) Tbk"* (Adianto & Sugiyanto, 2019) states that a high number of well-performing employees enhances company productivity and contributes to the company's ability to adapt to and compete in the increasingly competitive global market.

The study *"A Study on Employee Welfare and Its Impact on Their Performance at Private Hospitals and Its Research Centre—Cross-Sectional Descriptive Study"* (Chatterjee, Wadhwa, & Patel, 2018) emphasizes that employee welfare is a crucial factor. Companies must provide benefits to improve employee welfare, whether mandated by regulations or not. These benefits can enhance employee motivation, loyalty, and trust in the company, which in turn affects their performance.

The research *"Effect of Employee Welfare Programmes on Employee Performance: A Case Study of Kenya Railways Corporation"* (Waititu, Kihara, & Senaja, 2017) states that organizations must offer various benefits to ensure employee welfare. Another study supporting the implementation of employee welfare programs is the journal *"The Influence of the Wage System, Work Environment, and Welfare Benefits on Employee Work Productivity at PT. Samawood Utama Work Industries Tanjung Morawa, Deli Serdang, North Sumatra"* (Pajrin, Nasution, Syamsuri, & Ichsan, 2022). This research argues that wages are a way to recognize employee contributions. The level of welfare perceived by workers is influenced by their wages, which impacts their motivation and, consequently, their performance in the company.

The objective of this article is to review previous research literature related to the impact of OHS on employee performance, the influence of training and development on employee performance, and the effect of welfare on employee performance. This article aims to confirm the impact of OHS, training and development, and welfare on an individual's performance within a company; to illustrate the correlation and significant relationships between each variable and performance, which is the primary goal of this article.

The expected benefits of this study are applicable to all relevant stakeholders. For organizations, this study can provide insights into effective HR management regarding OHS, employee welfare, and performance improvement within a company. Organizations can implement the findings of this study to enhance HR quality in their efforts to achieve corporate goals. Additionally, for academics and other researchers, this study is expected to contribute to HR management literature. The findings from this literature exploration can serve as a foundation for future research and theoretical developments related to OHS, training and development, employee welfare, and employee performance quality.

## LITERATURE REVIEW

### Occupational Health and Safety

Ramli, in the journal "Manage of Job Stress and Measure Employee Performance in Health Services" (Ramli, 2019), states that Occupational Health and Safety (OHS) management is a systematic and comprehensive concept for managing OHS within an integrated management system, involving planning, implementation, measurement, and supervision processes. Yani (Yani, 2012), cited in the journal "Occupational Health and Safety Management in Achieving Zero Accidents," also states that OHS concerns workplace safety related to human work activities, including those in manufacturing industries that involve machines, equipment, material handling, steam boilers, pressure vessels, tools, materials, processing methods, workplace infrastructure, and the work environment, as well as techniques associated with advanced technology equipment.

Megginson defines workplace safety as conditions that are secure from suffering, damage, or loss at work, which may include the use of machines, equipment, materials, processing methods, workplace floors, work environments, and work procedures (Meirinawati & I., 2017). Workplace safety risks can arise due to environmental factors, leading to hazards such as fires, electric shocks, cuts, bruises, sprains, fractures, and other bodily injuries. Widodo (Widodo, 2015) classifies common incidents related to negligence or improper implementation of OHS into three categories, including work environment disturbances, which consist of heat, pressure, vibrations, radiation, noise, contamination, and skin irritations. Mental disturbances, such as alcohol consumption habits and psychological conditions like stress, also play a role. Additionally, accidental disturbances can result from technical failures, human factors, environmental conditions, or a combination of these.

Sedarmayanti, in the journal "Human Resource Management, Bureaucratic Reform, and Civil Servant Management" (Sedarmayanti, 2014), states that workplace accidents are caused by various factors, including work-related diseases and injuries. These factors include physical factors such as lighting, air temperature, humidity, airflow speed, noise, mechanical vibrations, radiation, air pressure, and other environmental conditions. Chemical factors involve gases, vapors, dust, mist, smoke, clouds, liquids, and solid objects. Biological factors include microorganisms, animals, and plants, while physiological factors pertain to machine construction, posture, and work techniques. Psychological factors cover work organization, relationships between employees and employers, job maintenance, and other work-related interactions.

According to the Occupational Health and Safety Assessment Series, the OHS Management System is a part of an organization's overall management system used by companies to implement and manage workplace safety policies and risks. As stated in Minister of Manpower Regulation No. 05/MEN/1996, the OHS Management System is an integral component of the overall management system, covering organizational structure, planning, responsibilities, implementation, procedures, processes, and resources needed for the development, implementation, achievement, review, and maintenance of workplace safety and health policies. The goal is to control risks associated with work activities and create a safe, efficient, and productive work environment.

Meirinawati & I. (2017), citing Yani (2012), state that OHS management is an effort to implement and develop industrialization processes aimed at worker welfare. The objectives of Occupational Health and Safety include ensuring good health for all workers, including laborers, farmers, fishermen, freelancers, civil servants, and high-level employees. Another goal is preventing workplace accidents and occupational diseases while maintaining and improving workers' health and nutrition. Additionally, OHS enhances workforce efficiency and productivity, reduces fatigue, and increases motivation for higher productivity. The ultimate goal of OHS is to create a healthy and productive workforce, ensuring that employees and all individuals within the work environment remain healthy and safe, while also making certain that production resources continue to function smoothly without significant obstacles that could lead to losses.

### Human Resource Development

According to the journal "*Human Resource Development Through Interest and Motivation of Female Students at the Taufidzul Qur'an Ar-Rahmani Foundation in Ciputat, South Tangerang*" (Sunarmintyastuti & Suprpto, 2019), human resources refer to the abilities possessed by individuals, determined by their cognitive and physical capacities. Human resources play a central role in all activities. Despite advancements in technology and the increasing use of sophisticated tools, humans remain the primary element driving these developments.

Hasibuan (2007) defines human resources as the integrated ability of cognitive and physical capacities possessed by individuals. This ability is influenced by both heredity and environmental factors, while an individual's level of achievement is motivated by the desire to fulfill personal satisfaction.

Every individual requires a development process to achieve their goals or fulfill their personal satisfaction. According to the journal "*Human Resource Development to Improve Education Quality at SD Negeri Inpres Angkatan Biak*" (Krismiyati, 2017), human resource development is a set of systematic and detailed activities consciously designed to provide employees with the necessary skills to fulfill job demands and achieve organizational goals.

Human resource development is a process of preparing individuals to take on higher responsibilities related to their job functions within a company. This process is carried out by enhancing intellectual abilities and improving work performance (Tarigan & Nasution, 2014). Therefore, human resource development is a conscious effort to encourage employees to acquire greater skills and competencies to meet future job demands.

### Human Resource Training

In the process of human resource development, training programs are essential to enhance employees' abilities in performing their duties and responsibilities, especially within a corporate environment. The training provided should be tailored to the skills and needs of employees within the company. Training is a systematic process aimed at modifying employee behavior in a new work environment to improve organizational objectives. Knowledge and information can be acquired through learning, which may come from academic education, the business world, organizations, or training programs (Firman, Nugraha, & Asri, 2020). High-quality and relevant training will positively impact employee performance, both directly and indirectly. Training is a program designed to improve a person's knowledge and skills in

carrying out their tasks (Sofyandi, 2013). In this context, training will be an effective tool if the training outcomes are maximized and reflected in an improvement in employee performance quality.

### Employee Welfare

According to the journal *"The Effect of Welfare on Employee Performance at PT Pegadaian Banda Aceh"* (Taimullah & Anggraini, 2022), welfare serves as a motivator and driver for employees. The policy of providing welfare, whether directly or indirectly, must align with several aspects, such as job analysis, job descriptions, job positions, and years of service. Additionally, salary payments must be made on time as scheduled.

According to Law No. 13 of 2003, welfare is defined as "the fulfillment of physical or spiritual needs, both within and outside the employment relationship, which directly or indirectly can enhance work productivity in a safe and healthy work environment." In line with this, Massalim (2019) states that employee welfare is often measured by salary, but salary is not the only factor that affects worker welfare. Other factors that can be used to measure welfare include adequate facilities and infrastructure, a safe and comfortable work environment, and a fair and transparent work system. According to Pratiwi and Firgiyani (Pratiwi & Firgiyani, 2021), employee welfare can be measured using several indicators: (1) Income replacement benefits, such as job position allowances and income improvement allowances; (2) Benefits that provide a sense of security, such as health insurance (ASKES) and business travel allowances; (3) Benefits considered as opportunities for employees, such as training programs, credit assistance facilities, company vehicle inventory facilities, and child benefits.

### Employee Performance

Referring to Osborn (Osborn, 1991), Yani (Yani, 2012) defines performance as the quality and quantity of task completion, whether on an individual, group, or corporate level. Performance is the result of work assigned by a company to its employees, influenced by competence, experience, and dedication. Employee performance within a company, whether in the form of work programs or other initiatives, will reflect the organization's overall performance in achieving its vision, mission, and objectives.

Gardjito, in the journal *"The Effect of Work Motivation and Work Environment on Employee Performance (A Study on Production Employees of PT. Karmand Mitra Andalan Surabaya)"* (Gardjito A., 2014), cites Mathis and Jackson (Mathis & Jackson, 2006), explaining that several indicators can be used to assess employee performance. The first is **Work Quality Standards**, which involve comparing the expected work volume (Work Norm Standards) with the actual capability of the employee. The second is **Work Quantity Standards**, which emphasize the quality of work produced compared to the employee's workload. The third is **Time Compliance**, which assesses the use of work time in accordance with company policies. Can & Yasri (2013), citing Mathis and Jackson (Mathis & Jackson, 2006), state that several factors influence performance, including worker abilities, motivation, support received by employees, the nature of the job, and the employee's relationship with the organization or company.

According to Mangkunegara (2000), performance evaluations should not be conducted arbitrarily. This highlights that performance is a work result in terms of quality and quantity, meaning that a company's success is reflected in its employees' performance. It is a critical aspect that must be considered by companies to produce maximum output with high quality and competitiveness.

### CONCEPTUAL FRAMEWORK

The conceptual framework of this article is illustrated in Figure 1 as follows:

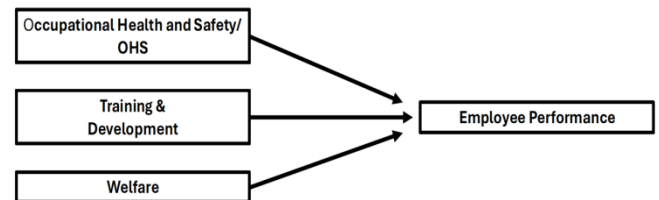


Figure 1 Conceptual Framework

The conceptual framework of this article is depicted through the relationship between three variables: Occupational Health and Safety (OHS), Training and Development, and Employee Welfare, and their impact on Employee Performance. Broadly, the purpose of writing this article and conducting literature exploration is to identify the correlation between OHS and employee performance, the impact of training and development on employee performance, and the influence of employee welfare on performance. Thus, this conceptual framework will yield literature exploration findings that demonstrate the correlation and impact of these three variables on employee performance, which serves as the primary focus of this article.

### RESEARCH METHOD

The writing method of this article is based on **library research**, which is a series of research processes conducted by collecting data from literature sources. This research approach involves examining various forms of literary information, including books, encyclopedias, journals, and other sources of academic literature. According to Sukmadinata (2012), library research is a series of studies related to techniques for gathering information from various literature sources such as books, scientific journals, newspapers, magazines, and other documents.

This article adopts a qualitative research method and literature review by analyzing relevant sources based on the theories discussed in this article, particularly those related to Human Resource Management. The research also involves analyzing scientific articles with a focused discussion on Occupational Health and Safety (OHS), Training and Development, Welfare, and Employee Performance.

The literature exploration is conducted by analyzing variables, research methods, and research findings from 15 journals and articles related to Occupational Health and Safety, Training and Development, Welfare, and Employee Performance to identify correlations among these key topics.

The table below presents the analysis and literature exploration results, which focus on improving human resource quality in organizations (based on Indonesian Journal Research).

No	Researcher (Year)	Article Title	Variables	Research Method	Research Findings
1	Meirinawati, Indah Prabawati (2017)	<i>Manajemen Keselamatan Dan Kesehatan kerja Dalam Mewujudkan Zero Accident</i>  <b>(Occupational Health and Safety Management in Achieving Zero Accidents)</b>	Occupational Health and Safety Management	Literature Study Method	This study proves that Occupational Health and Safety (OHS) is a practical effort used to ensure workplace safety and enhance employee health by preventing accidents and occupational diseases in the work environment. OHS in every company helps in maintaining good employee well-being.
2	Rifan Prasetyo (2019)	<i>Pengaruh Pelatihan, Lingkungan Kerja dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Sekretariat Badan Pelatihan Dan Pendidikan Keuangan (BPPK) Jakarta</i>  <b>(The influence of Training, Work Environment, and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable at the Secretariat of the Financial Training and Education Agency Jakarta)</b>	Training, Work Environment, Organizational Culture, Employee Performance	Quantitative Correlational Method	The study proves that the work environment can influence employee satisfaction and performance, having a positive impact. However, job satisfaction does not serve as a mediating factor between the work environment and employee performance.
3	Devi Nurmelita Sari (2019)	<i>Pengaruh Keselamatan Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan kerja Sebagai Variabel Intervening Pada PT Kusuma Nanda Putra</i>  <b>(The Influence of Workplace Safty and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Kusuma Nanda Putra)</b>	Workplace Safety, Work Environment, Job Satisfaction	Quantitative Analysis Method	The study proves that safety and health in the work environment have a positive impact and play a crucial role in employee satisfaction and performance within the company.
4	Siti Aisyah (2019)	<i>Pengaruh K3, Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan PT. Kris Jaya Adymix</i>  <b>(The Influence of Occupational Health and Safety, Training, and Career Development on Employee Performance at PT. Kris Jaya</b>	Occupational Health and Safety, Training, Performance	Descriptive Quantitative Approach, Hypothesis Testing	The study proves that Occupational Health and Safety (OHS) has a positive and significant influence on employee performance. The indicators of workplace safety, work environment, work media, work regulations, and communication play important roles and have a significant impact on performance.

		<b>Adymix)</b>			
9	Yohan Dwi Putra, A. Sobandi (2019)	<p><i>Pengembangan Sumber Daya Manusia Sebagai Faktor Yang Mempengaruhi Produktivitas Kerja</i></p> <p><b>(Human Resource Development as a Factor Influencing Work Productivity)</b></p>	Human Resource Development	Explanatory Survey Method	This study presents findings showing a positive and significant influence between human resource development and worker productivity in a company. It emphasizes the need for enhancing employees' knowledge, skills, and motivation through development programs.
5	Marintan Florasi Hutagaol (2020)	<p><i>Pengaruh Keselamatan Dan Kesehatan Karyawan Terhadap Kinerja Melalui Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada PT. Pabrik Es Siantar Unit Produksi)</i></p> <p><b>(The Influence of Employee Occupational Health and Safety on Performance Through Job Satisfaction as an Intervening Variable (Study at PT. Pabrik Es Siantar Production Unit)).</b></p>	Occupational Health and Safety, Job Satisfaction	Descriptive Quantitative Analysis Method	This study shows that occupational health and safety can have a positive impact and play a crucial role in job satisfaction levels, which in turn influences employee performance.
6	Roudhotul Hidayati (2020)	<p><i>Pengaruh Kesehatan Keselamatan Kerja (K3) Dan Motivasi Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan Pg. Djombang Baru)</i></p> <p><b>(The Influence of Occupational Health and Safety and Work Motivation on Employee Performance (Study on Employees of Pg. Djombang Baru)</b></p>	Occupational Health and Safety, Motivation, Performance	Quantitative Correlational Method	This study reveals a positive correlation between occupational health and safety and employee performance, demonstrating that a well-implemented OHS system significantly impacts work motivation and overall performance in a company.
7	Alwein Gilang Pramudya (2020)	<p><i>Pengaruh Keselamatan Dan Kesehatan Kerja (K3) Terhadap Kinerja Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Bagian Produksi PT. Pertamina (PERSERO) Balongan Indramayu</i></p> <p><b>(The Influence of Occupational Health and Safety on Performance with Job Satisfaction as an Intervening Variable in the Production Department of PT. Pertamina (PERSERO) Balongan Indramayu)</b></p>	Occupational Health and Safety, Performance, Job Satisfaction	Quantitative Analysis Method	The study presents findings proving that occupational health and safety in the workplace has a positive and essential influence on both employee satisfaction and performance.

8	Budi Rohimah (2023)	<p><i>Pengaruh Keselamatan Kesehatan Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Yang Dimediasi Oleh Kepuasan Kerja Di Pos Pemadam Kebakaran Unit Krian</i></p> <p><b>(The Influence of Occupational Health and Safety and Work Environment on Employee Performance Mediated by Job Satisfaction at the Fire Department Unit Krian)</b></p>	Occupational Health and Safety, Work Environment, Performance, Job Satisfaction	Quantitative Analysis Method	This study proves that occupational health and safety, along with the work environment, has a positive impact on employee performance, with job satisfaction playing a mediating role in this relationship.
10	Khairunisa Deri Hatasya (2023)	<p><i>Analisis Pengaruh Keselamatan Dan Kesehatan Kerja Terhadap Kinerja Karyawan: Literatur Review</i></p> <p><b>(Analysis of the influence of Occupational Health and Safety on Employee Performance: A Literature Review)</b></p>	Workplace Safety, Employee Performance	Literature Review Method	This study demonstrates that occupational health and safety has a significant influence on employee performance. Employees will achieve high performance levels when an OHS system is properly implemented in a company.
11	Prof.Dr.S.Chatterjee, Dr.M.Wadhwa, D.Patel (2018)	<p><b>A study on employee welfare and its impact on their performance at private hospitals and its research centre-cross sectional descriptive study</b></p>	Employee Welfare, Employee Performance	Descriptive cross-sectional Method with Likert Scale Questionnaire	This study found that employee welfare facilities, such as future savings plans, pension fund schemes, health insurance, accommodation, transportation, canteen cleanliness, changing rooms, and schedule flexibility, have a positive and significant impact on employee performance.
12	A.D.Pratama, A. Giovanni (2021)	<p><i>Pengaruh Kompetensi dan Kesejahteraan Terhadap Kinerja Karyawan Apotek Di Kota Magelang</i></p> <p><b>(The Influence of Competence and Welfare on Employee Performance in Pharmacies in Magelang City)</b></p>	Competence, Welfare, Employee Performance	Quantitative Method with Likert Scale Questionnaire	Competence and welfare have a positive and significant impact on employee performance. Individually, both competence and welfare contribute positively and significantly to employee performance.
13	F. Efendi, S. Tamami (2017)	<p><i>Pengaruh Tingkat Upah, Kesejahteraan, dan Loyalitas Terhadap Kinerja Karyawan Pada PT. Angkasa Engineers Indonesia</i></p> <p><b>(The Influence of Wage Levels, Welfare, and Loyalty on Employee Performance at PT. Angkasa Engineers)</b></p>	Wage Level, Welfare, and Loyalty and Employee Performance	Descriptive Quantitative Method with Interviews, Questionnaires, and Observations	Wage levels have a positive and significant impact on employee performance. Welfare has a positive and significant impact on employee performance. Loyalty has a positive and significant impact on employee performance. Collectively, wage levels, welfare, and loyalty have a significant and positive influence on employee performance.

		Indonesia			
14	A.C.Lagat, B.K.Mutai, I.S.Kosgey (2014)	<b>Importance of Employee Welfare and Performance: The Case of the UASU at Egerton University, Kenya</b>	Employee Welfare, Employee Performance	Descriptive cross-sectional Method	This study indicates that overall, employee welfare programs have a positive impact on employee performance.
15	I.A.Rosanti, D.Marlius (2023)	<i>Pengaruh Sistem Kerja, Kompensasi Dan Kesejahteraan Terhadap Kinerja Tenaga Outsourcing di Bank BNI Kota Padang</i>  <b>(The Influence of Work System, Compensation, and Welfare on the Performance of Outsourced Employees at Bank BNI Padang</b>	Work System, Compensation, Welfare, Performance	Quantitative Method	The work system has a positive and significant impact on performance. Compensation has a positive and significant impact on performance. Welfare has a positive and significant impact on performance..
16	Ismail, A. I., Majid, A. H. A., Jibrin-Bida, M., & Joarder, M. H. R. (2021)	<b>Moderating effect of management support on the relationship between HR practices and employee performance in Nigeria</b>	Management Support, HR Practices, Employee Performance	Quantitative Method (Survey)	Management support moderates the relationship between HR practices (including training and development) and employee performance in Nigeria.
17	Dewi, P. E. S., & Rahmawati, P. I. (2020)	<i>Pengaruh Pelatihan dan Pengembangan Karier Terhadap Kinerja Karyawan Munduk Moding Plantation Nature Resort and Spa</i>  <b>(The Influence of Training and Career Development on Employee Performance at Munduk Moding Plantation Nature Resort and Spa</b>	Training and Career Development, Employee Performance	Quantitative Method	Training and career development improve employee performance at Munduk Moding Plantation Nature Resort and Spa.
18	Nguyen, C (2020)	<b>The impact of training and development, job satisfaction and job performance on young employee retention</b>	Training and Development, Job Satisfaction, Work Performance, Young Employee Retention	Quantitative Method	Training and development, job satisfaction, and work performance positively and significantly influence the retention of young employees.
19	Kanyua, K. E. (2021)	<b>Effect of Training and Development on Employee Performance in Public Middle Level TIVET Institutions in Kenya</b>	Training and Development, Employee Performance	Quantitative Method	Training and development positively and significantly influence employee performance in vocational education institutions in Kenya.
20	Sinaga, A., Alam, A. P., Daud, A., Barus, R. A. B., & Amri, S. (2021)	<i>Analisis Peningkatan Kinerja Karyawan Melalui Pelatihan dan Pengembangan pada Bank Muamalat Cabang Medan Balai Kota</i>	Training and Development. Employee Performance	Quantitative Method (Regression Analysis)	Training and development enhance employee performance at Bank Muamalat, Medan Balai Kota Branch.



Table 1 Literature Research Reviews

## RESULTS AND DISCUSSION

### The Influence of OHS on Employee Performance

Workplace safety is the primary and most crucial factor that must be considered in a company's operational system. When a company ensures workplace safety by providing adequate benefits and facilities for employees, workers tend to have higher job satisfaction, increased loyalty, and improved health conditions. This results from the company's success in providing optimal protection for its employees. Referring to Human Resource Management literature (Hasibuan, 2007), workplace safety and health have a positive and significant impact on employee performance. The influence of Occupational Health and Safety (OHS) on employee performance has been proven by previous studies, showing that OHS positively and significantly affects employee performance. The proper and correct implementation of OHS measures is crucial in enhancing employee performance in a company.

An analysis of the literature exploration suggests that OHS is a practical effort to ensure workplace safety and improve employee health by preventing activities that may cause harm to both employees and the company. Gradually, implementing OHS in the work environment yields positive outcomes and becomes an essential program for companies to enhance employee satisfaction and performance. The successful implementation of an OHS program benefits both the company and employees, positively and significantly influencing employee performance. As a result, the company's performance evaluation will continue to improve when the OHS system and program are effectively implemented.

### The Influence of Training and Development on Employee Performance

Training is a development system implemented by companies to help improve employee performance when there is a decline in quality and productivity. Training is not only applicable to large, internationally recognized companies but can also be applied to newly established businesses and new employees to enhance their work efficiency. This influence is supported by Rosmadi's study in the journal "The Influence of Training, Discipline, and Career Development on the Performance of Outsourced Employees at PT. Gardautama Bandung" (Rosmadi, 2018), which confirms that employee training positively impacts performance. The effect of training on employee performance has also been supported by previous studies, which broadly demonstrate that proper and effective training improves employee performance. Without relevant training, employees may struggle to meet expected work standards. Additionally, previous research supports the theory proposed by Yani (2012), stating that training is a structured approach established by companies to influence and improve employee performance.

Meanwhile, career development is rarely conducted by small businesses, particularly startups, due to high costs and extensive efforts that smaller companies may not yet be able to afford.

However, career development is beneficial as it helps enhance employees' talents and supports their professional growth, which ultimately influences their performance. Research findings indicate that career development has a highly positive and significant impact on employee performance (Rahman, Gunawan, & T., 2017). Previous studies and literature sources further confirm that career development helps improve employee performance by providing deeper learning experiences, fostering self-improvement, and contributing to increased productivity. Thus, career development has a positive and significant effect on employees.

Referring to the literature analysis, human resource development programs positively and significantly influence employee productivity in a company. Specifically, training and career development programs offered by companies improve employee performance. These programs correlate with job satisfaction and work quality, significantly influencing employee retention, particularly among younger employees. Therefore, training and development play a crucial role in enhancing human resource quality to achieve a company's goals.

### The Influence of Employee Welfare on Performance

Previous research indicates that employee welfare programs have a positive impact on employee performance. However, the extent of this impact varies depending on the specific welfare program implemented.

The findings from literature exploration suggest that the level of welfare provided to employees within a company has a tangible and significant effect on employee performance and work quality. Broadly speaking, previous research implies that companies must prioritize employee welfare as a key factor in enhancing job performance. Addressing employee welfare is a crucial responsibility of company management.

The form of welfare support provided by companies to employees may include salaries, allowances, workload recognition, and other facilities tailored to the level of risk and job responsibilities of each employee. A company's commitment to ensuring appropriate compensation has a positive and significant impact on employee performance and loyalty. Employee loyalty, in turn, has a strong correlation with improved performance outcomes.

## CONCLUSION

Based on the results of the literature exploration and data collected from previous studies, it can be concluded that Occupational Health and Safety (OHS) and Employee Welfare have a positive and significant impact on the quality of human resource performance. The improvement in employee performance is also supported by the implementation of training and development programs that are tailored to the specific job scope of each employee and aligned with the company's needs in achieving its goals and operational processes. This indicates that by implementing effective OHS programs and providing structured, gradual, and continuous training and development opportunities, employee performance quality will improve. The research and

literature exploration in this article demonstrate that ensuring and maintaining employee welfare appropriately, in accordance with workload and job risks, has a positive impact on their productivity and performance.

This article highlights the importance of companies investing in effective OHS programs and ensuring the implementation of proper employee welfare programs with support for training and development to enhance workforce quality. Such efforts serve as a strategic approach to improving overall organizational performance. Companies are encouraged to prioritize OHS by providing adequate safety equipment and tools, conducting OHS training for employees, and fostering a strong safety culture within the workforce.

Thus, this article emphasizes that the implementation of occupational health and safety programs, along with proper training, development, and welfare programs, is crucial for enhancing employee performance and overall company productivity.

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