

The Effect of Occupational Safety and Occupational Health on Employee Job Satisfaction in the Production Department of PT. XYZ

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ABSTRACT

To ensure organizational sustainability and the achievement of corporate objectives, special attention must be paid to employee job satisfaction, which plays a crucial role in organizational performance. Previous research indicates that job satisfaction is influenced by occupational safety and occupational health, as both contribute to the creation of a safe and comfortable work environment. However, PT. XYZ continues to experience workplace accidents, high absenteeism due to illness, as well as unexplained tardiness and absence. Therefore, this study examines the partial and simultaneous effects of occupational safety and occupational health on employee job satisfaction. A quantitative approach was employed, involving all contract employees in the production division as respondents. Data were collected through questionnaires, interviews, and observation, and subsequently analyzed using SPSS version 27. The results show that occupational safety and occupational health have a significant positive effect on employee job satisfaction.

INTRODUCTION

Over the past few years, Indonesia's economy has demonstrated substantial growth, with the manufacturing sector emerging as one of the principal drivers underpinning advancement of the country's economy. Beyond its input toward Gross Domestic Product (GDP), the manufacturing sector holds a significant role in generating employment opportunities, enhancing industrial value added, and reinforcing national competitiveness. One of the manufacturing subsectors that has continued to grow is the plastic recycling industry, which contributes to the implementation of the circular economy concept through the reuse of plastic waste as raw materials with economic value. The growth of this industry requires companies to enhance their competitiveness through effective resource management, particularly Human Resources (HR).

Human Resources (HR) constitute a strategic asset which serves a crucial position in determining the success of an organization. The quality of human resources not only affects productivity and work performance but also serves as a key factor in achieving organizational objectives. Therefore, companies require employees who possess competence, discipline, responsibility, and a strong commitment to carrying out their duties. These characteristics are commonly reflected in employees who exhibit a high degree of job satisfaction. According to Marwansyah (2019), effective human resource management contributes to improving organizational productivity while strengthening a company's competitive advantage.

Managing job satisfaction represents one of the fundamental aspects of human resource management. According to Romi and Tonia (2025), job satisfaction can be defined as an emotional state reflecting staff members' favorable or unfavorable outlooks regarding their employment, shaped by a range of factors, including working conditions, interpersonal relationships among employees, compensation, as well as other physical and psychological aspects. It constitutes a vital component within the field of HR management, given its close association with employees' positive attitudes toward their work. Employees who experience high levels of job satisfaction tend to exhibit stronger motivation, greater loyalty, higher organizational commitment, and improved productivity. In contrast, low job satisfaction may give rise to various adverse behaviors, including increased absenteeism, tardiness, weak work discipline, and even turnover intentions (Robbins & Judge, 2019). Consequently, it is essential for companies to ascertain the elements that impact workplace gratification in order to establish a productive and sustainable work environment.

PT. XYZ is a company operating in the plastic recycling industry, where production activities involve relatively high occupational risks. Several phenomena observed within the company suggest that employees' job satisfaction has not yet reached an optimal level. This is evidenced by the persistent occurrence of tardiness and unexcused absenteeism among production employees. Robbins and Judge (2019) argue that such behaviors, namely tardiness and absenteeism, constitute forms of withdrawal behavior that may emerge as a consequence of low job satisfaction. This view is further corroborated

by Surijadi and Idris (2020), who contend that a high rate of absenteeism may indicate the presence of employee job dissatisfaction. If these conditions persist, the company may experience reduced productivity, disruptions to the production process, increased workloads for other employees, and obstacles to achieving organizational goals. Therefore, it is necessary to identify the factors that can enhance employees' job satisfaction.

One of the factors believed to enhance job satisfaction is occupational safety. According to Suma'mur (2009), occupational safety refers to efforts to create a safe working environment in order to protect workers from the risk of workplace accidents. Furthermore, Rahayu et al. (2022) stated that occupational safety encompasses various risk control measures related to the use of machinery, equipment, work materials, and the work environment to ensure that work activities are carried out safely. Nevertheless, the conditions at PT. XYZ indicate that the implementation of occupational safety has not yet been optimal. Such a condition is further evidenced by the continued occurrence of workplace accidents in the production department, along with employees' suboptimal compliance in utilizing Personal Protective Equipment (PPE), even though the organization has supplied sufficient protective equipment for its workforce. These conditions indicate that the occupational safety culture still needs to be strengthened to minimize the risk of workplace accidents. The relationship between occupational safety and job satisfaction has been demonstrated by several previous studies. Kang and Saputra (2022) reported that the effective implementation of occupational safety enhances employees' sense of security and comfort, thereby positively influencing their job satisfaction. Similarly, the study conducted by Soraya Sirait Afni and Mahyarni (2022) found that an inadequately implemented occupational safety system may reduce job satisfaction because employees perceive that they receive insufficient protection while performing their work.

In addition to occupational safety, occupational health constitutes another factor contributing to the enhancement of job satisfaction. World Health Organization (WHO) defines occupational health as an effort aimed at maintaining and promoting the bodily, psychological, and societal welfare of personnel. Hendrawan (2022) explained that occupational health enables employees to perform their work optimally without experiencing work-related health problems. The conditions at PT. XYZ indicate that occupational health still requires greater attention. This is reflected in the relatively high rate of sickness-related absenteeism among production employees. These conditions suggest that the implementation of occupational health programs should be further evaluated to create a healthier and more comfortable working environment for employees. Prayoga and Subakir (2021) revealed that occupational health exerts a significant influence regarding staff occupational satisfaction. This outcome aligns with the study conducted by Kang and Saputra (2022), which demonstrated that a healthy working environment enhances employees' comfort at work, thereby exerting a positive effect on job satisfaction. Conversely, Aini (2020) found that occupational safety and occupational health did not exert a significant effect on job satisfaction. In contrast, Amalia et al. (2023) and Setyo Widodo (2023)

reported that both occupational safety and health in the workplace demonstrate a constructive and notable impact on staff contentment, thus indicating inconsistencies among findings in the existing literature.

The inconsistency among these research findings indicates that the relationships between occupational safety, occupational health, and job satisfaction remain empirically inconclusive. Moreover, studies specifically examining the effects of workplace safety and health measures upon staff satisfaction within the plastic recycling industry, particularly by considering workplace accidents, absenteeism, and employees' health conditions as the underlying research issues, remain relatively limited. Accordingly, this study seeks to examine occupational safety, occupational health, and job satisfaction, in addition to examining the influence of workplace safety and health factors on the contentment of production staff at PT. XYZ. The findings of this research are anticipated to add value to the enrichment of human capital management insight, especially within the domain of occupational safety and health, while also offering practical implications for companies seeking to enhance the execution of workplace hazard prevention and health promotion practices in order to achieve improved levels of employee job satisfaction.

LITERATURE REVIEW

Occupational Safety

Occupational safety refers to the protection afforded by organizations to their employees against potential hazards emerging from the work environment, thereby enabling employees to carry out their duties safely and comfortably, which in turn may affect the quality of their work performance (Tika et al., 2022). Furthermore, occupational safety serves as a preventive measure against accidents, injuries, and fatalities arising from workplace incidents (Risandi et al., 2021). In order to gain a more comprehensive understanding of the concept of occupational safety, several definitions proposed by various scholars are presented as follows.

According to Marwansyah (2019:356), occupational safety refers to the protection of workers from injuries caused by accidents related to work activities. Meanwhile, Mangkunegara (2012:161) defines occupational safety as a condition in which employees are free from the risk of injury, damage, or loss in the workplace. Furthermore, Kasmir (2016:266) stated that, "Occupational safety is a comprehensive effort to protect employees. This means that the company strives to ensure that employees do not experience accidents while performing their work activities."

According to Mangkunegara (2016:360) identifies the indicators of occupational safety as comprising: (1) safe working conditions (safety condition), referring to work environments that are protected from various potential hazards, thereby minimizing the risk of workplace accidents and enabling employees to perform their duties safely and comfortably; and (2) accident prevention through the control of safe work practices (safety act), encompassing the implementation of secure operational protocols, the application of Personal Protective Equipment (PPE), and the control of possible risks within the professional environment. In this aspect, the study conducted by Tonia and

Romi (2025), entitled *The impact of the Physical Work Environment and Occupational Safety on Job Satisfaction among Production Employees of Loufie Collection, Tasikmalaya Regency*, found that occupational safety exerts a considerable influence on staff fulfillment.

H1: Occupational Safety Has a Positive Effect on the Job Satisfaction of Employees in the Production Department of PT. XYZ.

Occupational Health

Occupational health is defined as a field of public health that seeks to enhance and preserve optimal bodily, psychological, and social conditions of individuals in all professions. Several scholars have proposed the following definitions of occupational health.

Occupational health emphasizes preventive efforts against physical, mental, and emotional disorders that may arise from working conditions (Nurandika & Romi, 2025). Furthermore, occupational health is defined as an effort to ensure that the overall work environment supports employees' physical and mental well-being (Aini, 2020). According to Budiono (2003) describes health as an individual's overall physical, mental, and social condition, which extends beyond the mere absence of disease or illness to encompass the capacity to interact effectively with the environment and perform work productively. Meanwhile, Mangkunegara (2013:210) stated that "workplace health describes a state absent of bodily, psychological, emotional disturbances, or discomfort induced by professional surroundings." Similarly, Moenir (2006:207) defined occupational health as "an effort and condition that enable individuals to maintain their health while performing their work."

According to Manullang (2000:87) identifies the indicators of occupational health as comprising: (1) workplace cleanliness, referring to a work environment maintained free from dust, waste, and other sources of contamination, thereby fostering a healthy and comfortable workplace conducive to employees' well-being; (2) employee health facilities, referring to the health facilities and services provided by the company to support health maintenance and offer initial treatment for employees experiencing health problems; and (3) employee health maintenance, referring to the company's efforts to sustain and improve employees' physical and mental health through preventive measures, regular medical examinations, and ongoing occupational health programs. Correspondingly, the research performed by Kang and Saputra (2022), entitled *The Effect of Occupational Safety and Occupational Health on Employee Job Satisfaction at PT Cahaya Samudra Shipyard*, found that occupational safety and occupational health exert a positive effect on employee job satisfaction.

H2: Occupational Health Has a Positive Effect on The Job Satisfaction of Employees in the Production Department of PT. XYZ.

Job Satisfaction

Job satisfaction is a psychological conceptual framework that describes the positive attitudes or feelings experienced by individuals toward their jobs. This concept encompasses employees' evaluative judgments regarding various dimensions of their work, including financial compensation (salary), social

relationships with colleagues, hierarchical relationships with supervisors, and the characteristics of the job itself. A high degree of job satisfaction has been shown to be significantly correlated with improvements in organizational productivity, employee retention, and overall work performance. A number of scholarly definitions of job satisfaction are presented below.

According to Robbins and Judge (2019), "occupational contentment pertains to employees' attitudes or sentiments toward their employment, which is reflected in their level of comfort, the congruence between expectations and actual work conditions, and their responses to organizational conditions, as indicated by absenteeism, turnover, job fit, and workplace relationships." Sutrisno (2017:74) defined occupational contentment as "a worker's disposition regarding his or her job, which is associated with the employment context, collaboration among staff members, the compensation obtained through employment, along with other bodily and cognitive factors." Furthermore, Faturrohman and Abdurahman (2025) stated that "workforce contentment is a crucial component that enterprises or companies ought to oversee to prevent declines in employee satisfaction and ensure that all work activities are carried out effectively and optimally." Likewise, Rosyidah and Prabowo (2026) defined job satisfaction as "an individual's attitude or emotional response toward his or her occupation that results from the assessment of various aspects of the job and the conditions affecting job performance."

According to Mangkunegara (2017:117), the indicators of employee job satisfaction include: (1) Employee turnover, referring to the rate at which employees leave and join the organization, reflecting their tendency to resign from their jobs; (2) Absenteeism, referring to the frequency of employees' absence from work due to authorized leave, illness, or unexcused reasons, which may reflect their level of job satisfaction; (3) Job performance can be interpreted as the degree to which employees fulfill their assigned duties and responsibilities in line with the benchmarks or targets established through the organization. Furthermore, (4) organizational size pertains to the scale of an organization, as manifested in its number of employees, organizational structure, and operational scope, all of which may exert an influence on employees' working conditions and job satisfaction. According to the study by Prayoga and Subakir (2021), entitled *The Effect of Occupational Safety, Occupational Health, and Job Security on Job Satisfaction at PT Swadaya Graha Gresik*, occupational safety and occupational health were found to positively affect employee job satisfaction.

H3: Occupational Safety and Occupational Health and Their Effect on Employee Job Satisfaction in the Production Department of PT. XYZ.

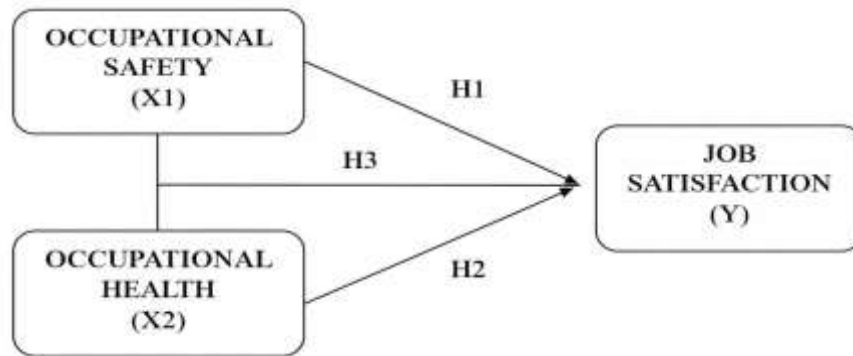


Figure 1. Research Paradigm of the Effect of Occupational Safety and Occupational Health on Employee Job Satisfaction of the Production Department of PT. XYZ

METHODOLOGY

This study employed a quantitative research method to examine the effects of occupational safety and occupational health on the fulfillment experienced by manufacturing staff members at PT. XYZ. The study involved two independent variables, namely occupational safety (X1) and occupational health (X2), and one dependent variable, namely job satisfaction (Y). Each variable was operationalized into several indicators, which served as the theoretical foundation for developing the research instrument.

The study population consisted of all contract employees in the production department of PT. XYZ who had been employed for more than one year, totaling 45 employees. Considering the relatively small size of the population, the researcher applied a census sampling technique (total sampling), whereby all population members were included as respondents in the study. Data were collected through a literature review to establish the theoretical foundation and field research, which included interviews with the Human Resources (HR), questionnaire distribution to all respondents, and documentation of employee attendance records, workplace accident reports, and the application of Personal Protective Equipment (PPE).

Data were collected using a Semantic Differential Scale, yielding interval-scale measurements. The tool was assessed for soundness and consistency prior to analysis, followed by fundamental assumption evaluations (distribution normality, variable collinearity, and variance heterogeneity) to confirm the regression model satisfied the necessary statistical criteria.

The information was processed through summary-based quantitative assessment to characterize the condition for every research variable, whereas associative quantitative the examination was employed to investigate the associations between factors and to address the fourth research problem. Hypotheses were evaluated through multifactorial regression computation, the determination index (R^2), the t-test to assess the partial effects of the independent variables, and the F-test to assess their simultaneous effects on job satisfaction. All data computation and mathematical review utilized IBM SPSS Statistics Version 27.

RESULTS OF RESEARCH AND DISCUSSION

Validity Test Results

The validity assessment outcomes indicated that all survey components were credible since the computed r-values for each item surpassed the reference threshold of 0.294 at a 5% significance level. A summary of these outcome stands as presented in Table 1 below:

Table 1. Validity Test Results

Variable	Indicator	N	R Calculate	R Table	Remarks
Occupational Safety	X1.1	45	0,779	0,294	Valid
	X1.2	45	0,760	0,294	Valid
	X1.3	45	0,789	0,294	Valid
	X1.4	45	0,819	0,294	Valid
	X1.5	45	0,851	0,294	Valid
Occupational Health	X2.1	45	0,827	0,294	Valid
	X2.2	45	0,827	0,294	Valid
	X2.3	45	0,790	0,294	Valid
	X2.4	45	0,854	0,294	Valid
	X2.5	45	0,863	0,294	Valid
	X2.6	45	0,855	0,294	Valid
	X2.7	45	0,788	0,294	Valid
	X2.8	45	0,848	0,294	Valid
	X2.9	45	0,846	0,294	Valid
	X2.10	45	0,422	0,294	Valid
Job Satisfaction	Y1	45	0,890	0,294	Valid
	Y2	45	0,863	0,294	Valid
	Y3	45	0,804	0,294	Valid
	Y4	45	0,744	0,294	Valid
	Y5	45	0,800	0,294	Valid
	Y6	45	0,836	0,294	Valid
	Y7	45	0,783	0,294	Valid
	Y8	45	0,648	0,294	Valid

Source: Questionnaire, Reprocessed 2026

Reliability Test Results

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Conditions	Remarks
Occupational Health	0,854	0,6	Reliable
Occupational Safety	0,936	0,6	Reliable
Job Satisfaction	0,918	0,6	Reliable

Source: Questionnaire, Reprocessed 2026

As shown in the consistency check findings presented above, the Cronbach's Alpha values for every research variables surpassed the acceptable cutoff, suggesting that every research tool was trustworthy and showed substantial to exceptional internal uniformity.

Table 3. Results of Occupational Safety Descriptive Test

Sub Variable	Average Total	Criteria
Creating a Safety Condition	4,64	Excellent
Accident Prevention Through the Operation of Occupational Safety Practices (Safety Act)	4,21	Highly Secure
TOTAL	(4.64 + 4.21): 2 = 8.85: 2	
AVERAGE TOTAL SCORE	4,42	
CRITERIA	VERY SAFE	

Source: Questionnaire, Reprocessed 2026

Table 3 indicates that, among production employees at PT. XYZ, the lowest mean score for the occupational safety sub-variables was recorded for accident prevention through the control of safe work practices (safety act), at 4.21, while the highest mean score was attained by the creation of safe working conditions (safety condition), at 4.64. The occupational safety variable as a whole yielded an overall mean score of 4.42, categorized as very safe. These findings indicate that the implementation of occupational safety at PT. XYZ has been highly effective in creating a safe working environment and minimizing the risk of workplace accidents. This condition has positive implications for the company, as it demonstrates that occupational safety practices have been implemented effectively, thereby fostering a safe work environment and reducing the potential for occupational accidents.

Table 4. Results of Occupational Health Descriptive Test

Sub Variable	Average Total	Criteria
Workplace Hygiene	4,22	Very Clean
Occupational Health Facilities	4,21	Highly Appropriate
Maintenance of Worker Health	4,25	Highly Appropriate
TOTAL	(4.22 + 4.21 + 4.25) : 3 = 12.68 : 3	
TOTAL AVERAGE SCORE	4,22	
CRITERIA	HIGHLY APPROPRIATE	

Source: Questionnaire, Reprocessed 2026

Table 4 indicates that, among production employees at PT. XYZ, the lowest mean score for the occupational health sub-variables was recorded for occupational health facilities, at 4.21, while the highest mean score was attained by employee health maintenance, at 4.25. The occupational health variable as a whole yielded an overall mean score of 4.22, categorized as very appropriate. These findings indicate that the implementation of occupational health practices at PT. XYZ has been highly effective through the provision of adequate occupational health facilities and employee health maintenance programs. This condition has positive implications for the company, as it demonstrates that occupational health practices have been implemented in accordance with the company's objective of maintaining and promoting employees' health.

Table 5. Job Satisfaction Descriptive Test Results

Sub Variable	Average Total	Criteria
Turnover	4,04	Low
Absenteeism Rate (Absence)	4,21	Very Low
Employment Rate	4,19	Good
Organization Size	4,37	Very Smooth
TOTAL	(4.04 + 4.21 + 4.19 + 4.37): 4 = 16.81 :4	
AVERAGE TOTAL SCORE	4,20	
CRITERIA	SATISFIED	

Source: Questionnaire, Reprocessed 2026

Table 5 indicates that, among production employees at PT. XYZ, the lowest mean score for the job satisfaction sub-variables was recorded for employee turnover, at 4.04, while the highest mean score was attained by organizational size, at 4.37. The overall mean rating for the occupational fulfillment factor stood at 4.20, which falls within the satisfied category. These findings indicate that, in general, production employees at PT. XYZ are satisfied with their jobs. This condition has positive implications for the company, as it suggests that the organization has successfully created a work environment that meets employees' expectations regarding their jobs.

The Effect of Occupational Safety and Occupational Health on Employee Job Satisfaction in the Production Department of PT. XYZ

To address the fourth problem identification concerning the impact of workplace safety and health on the satisfaction of personnel in the manufacturing department at PT. XYZ, multifactorial regression computation was employed. To ensure the resulting regression equation to satisfy the Best Linear Unbiased Estimator (BLUE) criteria and comply with the fundamental assumptions of the Ordinary Least Squares (OLS) method, traditional assumption verification was first conducted.

Normality Test

The normality test results for the occupational safety and health variables in relation to job satisfaction yielded a significance value (sig.) of 0.181, which is above 0.05, thus signifying that the dataset here follows a normal distribution.

Multicollinearity Test

The multicollinearity check outcomes showed a tolerance metric of 0.410 and a Variance Inflation Factor (VIF) value of 2.440 for the occupational safety and health variables. Given that all factors displayed a tolerance above 0.10 and a VIF under 10, suggesting the absence of collinearity issues in this computation.

Heteroscedasticity Test

The heteroscedasticity evaluation outcomes suggested significance values (sig.) exceeding 0.05 for both variables, namely 0.897 for occupational safety and 0.195 for occupational health. Accordingly, it can be inferred that variance heterogeneity was not identified in this examination.

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test

Variable	Unstandardized coefficients
	B
Constant	1,229
Occupational Safety	0,736
Occupational Health	0,384
Dependent variable: Job Satisfaction	

Source: Data Processing Results (2026)

Based on the results of the multiple regression analysis calculation in Table 4.13, the multiple regression equation is as follows:

$$Y = 1.229 + 0.736X_1 + 0.384X_2$$

Based on the table above, the following conclusions can be drawn:

1. The constant value was 1.299, indicating that when occupational safety (X1) and occupational health (X2) are held constant at zero, the measure of the occupational fulfillment factor equals 0.384 units.
2. The regression coefficient for the occupational safety variable (X1) demonstrated a positive direction of 0.736, indicating that a one-unit increase in occupational safety would result in a 0.736-unit increase in job satisfaction.
3. The regression coefficient for the occupational health variable (X2) demonstrated a positive direction of 0.384, indicating that a one-unit increase in occupational health would result in a 0.384-unit increase in job satisfaction.

Coefficient of Determination

Table 7. Determination of the Influence of Occupational Safety and Health on Employee Job Satisfaction in the Production Department of PT. XYZ

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758a	.575	.555	3.974
a. Predictors: (Constant), Occupational Safety, Occupational Health				
b. Dependent Variable: Job Satisfaction				

Source: Data Processing Results (2026)

As shown as reflected in the aforementioned table, the coefficient of determination (R^2) was 0.575 (57.5%), indicating that occupational safety and occupational health collectively account for 57.5% of the variation in staff contentment, a proportion classified as high or strong. The other 42.5% is accounted for by factors beyond the scope of this study.

Uji Hypothesis

Partial Test (t-test)

The partial test (t-test) was employed to determine whether each independent variable (X) exerts an influence on the dependent variable (Y) individually. The hypotheses in this study were tested through contrasting the t-calculated value with the t-table value, based on the following criteria:

- a. If $t\text{-calculated} > t\text{-table}$, then H_0 is rejected and H_a is accepted, indicating that the occupational safety variable has a positive effect on job satisfaction.
- b. If $t\text{-calculated} \leq t\text{-table}$, then H_0 is accepted and H_a is rejected, indicating that the occupational safety variable has no effect on job satisfaction.

The same criteria were applied to examine the effect of the occupational health variable on job satisfaction, as follows:

- a. If $t\text{-calculated} > t\text{-table}$, then H_0 is rejected and H_a is accepted, indicating that the occupational health variable has a positive effect on job satisfaction.
- b. If $t\text{-calculated} \leq t\text{-table}$, then H_0 is accepted and H_a is rejected, indicating that the occupational health variable has no effect on job satisfaction.

These calculations were executed with IBM SPSS Statistics Version 27. Prior to conducting the partial test, the degrees of freedom (df) were first determined in order to obtain the t-table value of 2.018, derived from the t-distribution chart using the computation $Df = n - K - 1$.

Table 8. Results of Partial Tests of Occupational Safety and Occupational Health on Job Satisfaction

Variable	Stuttgart	Table	sig.	Prob.	Remarks
X1	2,430	2,018	0,019	0,05	Influential
X2	2,704	2,018	0,010	0,05	Influential

Source: SPSS Program Output Results Version 27, Reprocessed 2026

The effect of the occupational safety variable regarding workplace fulfillment produced a p-value of 0.019, which is below 0.05. Furthermore, the determined t-statistic of 2.430 exceeded the critical t-reference of 2.018. Accordingly, H_a is supported and H_0 is dismissed, indicating that occupational safety exerts a positive effect on job satisfaction. Similarly, the impact stemming from the occupational health variable on employee occupational gratification yielded a significance value of 0.010, which is less than 0.05, while the t-calculated value of 2.704 exceeded the t-table value of 2.018. Accordingly, H_a is upheld and H_0 is nullified, indicating that occupational health exerts a positive effect on job satisfaction.

The outcomes of the one-tailed assessment regarding the occupational safety variable are illustrated as follows:



Figure 2. Results of One-Party Testing of the Effect of Occupational Safety on Job Satisfaction.

Source: SPSS Output Results Version 27, Reprocessed 2026.

As illustrated in the figure above, the t-calculated value for the occupational safety variable exceeded the t-table value, namely $2.430 > 2.018$. Accordingly, H_a is upheld and H_0 is nullified, indicating that occupational safety exerts a constructive influence on job satisfaction. This outcome corresponds with the study conducted by **Tonia and Romi (2025)**, which reported that occupational safety influences job satisfaction. This indicates that the proper implementation of occupational safety, particularly through the creation of safe working conditions and accident prevention through safety control practices, can cultivate a feeling of security and ease for staff in performing their work. This condition contributes to enhanced job satisfaction, indicating that improved implementation of occupational safety within a company corresponds to elevated degrees of staff occupational fulfillment.

The findings from the subset assessment for the occupational health variable are illustrated as follows:

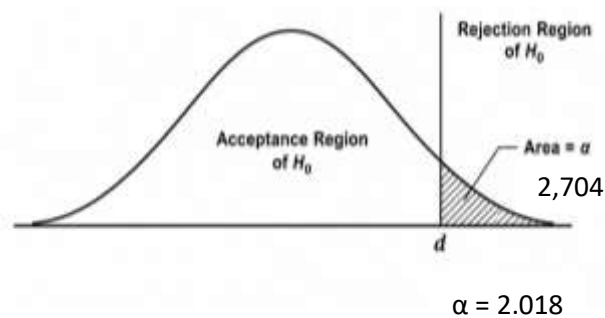


Figure 3. Results of One-Party Testing on the Effect of Occupational Health on Job Satisfaction

Source: SPSS Output Results Version 27, Reprocessed 2026

As illustrated in the figure above, the t-calculated value for the occupational health variable exceeded the t-table value, namely $2.704 > 2.018$. Accordingly, H_a is accepted and H_0 is rejected, indicating that occupational health brings a constructive effect on occupational satisfaction. This result parallels the study conducted by **Prayoga and Subakir (2021)**, which reported that occupational health influences job satisfaction. This indicates that the proper implementation of occupational health programs through maintaining workplace cleanliness, providing health facilities for workers, and implementing employee health maintenance is able to maintain employees' physical and mental conditions and create a healthy work environment, thereby increasing job satisfaction. The more effectively occupational health programs are implemented by the company, the greater the degree of staff contentment encountered by personnel.

Simultaneous Test (F Test)

The simultaneous test (F-test) was applied to ascertain if the independent variables (X) collectively exert an influence on the dependent variable (Y). To determine whether H_0 is rejected or accepted, the calculated F value (F-calculated) was contrasted with the F-table value based on the following criteria:

- a. If $F_{\text{calculated}} > F_{\text{table}}$, then H_0 is rejected and H_a is accepted, indicating that the independent variables (X) simultaneously have an effect on the dependent variable (Y).
- b. If $F_{\text{calculated}} \leq F_{\text{table}}$, then H_0 is accepted and H_a is rejected, indicating that the independent variables (X) do not simultaneously have an effect on the dependent variable (Y).

This calculation uses SPSS version 27 to conduct the simultaneous test. In addition, the researcher also determined the F-table value of 3.21, which was derived from the F-distribution chart by applying the computation $F_{\text{table}} = K; n - K - 1$.

Table 9. Results of Simultaneous Tests of Occupational Safety and Occupational Health on Job Satisfaction

Variable	Calculation	f _{table}	sig.	Prob.	Remarks
Occupational Safety and Occupational Health to Job Satisfaction	28,448	3,21	.000	0,05	Influential

Source: SPSS Program Output Results Version 27, Reprocessed 2026

The statistical calculation of the F-test yielded an F-calculated value of 28.448. Since F-calculated exceeded F-table ($28.448 > 3.21$) and the significance value was 0.000, which is less than 0.05, it can be inferred that H_0 is denied and H_a is validated, showing that both workplace safety and health together impact occupational fulfillment.

CONCLUSION

Reflecting upon the research findings and discourse, it may be inferred that respondents' perceptions of occupational safety in the production division of PT. XYZ fall within the very safe category, with the sub-variable of safe working conditions (safety condition) obtaining the highest evaluation, whereas the sub-variable of accident prevention through the control of safe work practices (safety act) obtained the lowest evaluation. Respondents' perceptions of occupational health fall within the very appropriate category, with the sub-variable of employee health maintenance obtaining the highest evaluation, while the sub-variable of occupational health facilities obtained the lowest evaluation. Meanwhile, staff occupational contentment within the production division of PT. XYZ falls within the satisfied category, with the sub-variable of organizational size obtaining the highest evaluation, whereas the the aspect of staff attrition recorded the minimal evaluation.

In specific aspects, both occupational safety and occupational health were found to exert a constructive influence on occupational contentment. Simultaneously, occupational safety and occupational health were also demonstrated to significantly influence employee job satisfaction. The assessment yielded an R-squared metric of 0.575 (57.5%), illustrating that the impact of occupational safety and health on job fulfillment is categorized as high or strong. Consequently, enhancing the implementation of these two aspects constitutes an essential factor in fostering a safe, healthy, and conducive working

environment, thereby improving both employee satisfaction and productivity within the production division of PT. XYZ.

RECOMMENDATIONS

Based on the research findings, PT. XYZ is recommended to further strengthen the implementation of occupational safety programs by enhancing supervision of adherence to Personal Protective Equipment (PPE), running routine safety training, and enforcing consistent discipline regarding adherence to standard operating procedures. Such efforts are expected to minimize the risk of workplace accidents and foster a safer and more conducive working environment for employees.

In addition, the company is advised to improve the implementation of occupational health programs by maintaining workplace cleanliness and sanitation, conducting regular health check-ups, and providing adequate health facilities as a preventive measure against occupational diseases. Enhancing the quality of occupational health programs is expected to preserve employees' physical and mental well-being, thereby supporting sustainable work productivity.

Beyond occupational safety and health, the company is further advised to maintain and enhance employee job satisfaction by providing equitable rewards for work performance, improving employee welfare, offering career development opportunities, and fostering effective communication and coordination across departments. These measures are expected to strengthen employee motivation, commitment, and loyalty, thereby contributing positively to the achievement of organizational goals.

ADVANCED RESEARCH

For future researchers, it is recommended that more up-to-date theories be employed and that the scope of the research object be expanded to other companies or sectors, such as manufacturing, banking, and service industries. Furthermore, research may also be conducted within government or educational organizations, encompassing primary schools, lower secondary, upper secondary, or academic institutions, thereby involving more diverse populations and samples. Future scholars are further recommended to incorporate additional factors, such as occupational environment, employment motivation, or managerial approach, to gain a broader perspective on the factors influencing employee job satisfaction.

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