

# Mabuss

THE ROLE OF MOTIVATION, DISCIPLINE, AND JOB SATISFACTION ON THE PERFORMANCE OF SMPI AND SMAI EDUCATORS AT DAARUSSA'ADAH ISLAMIC BOARDING SCHOOL FOUNDATION, PESAWARAN REGENCY

..... *Ulfa Zaqiyah, Andala Rama Putra Barusman, Hendri Dunan* 1-9

FINANCIAL CONTINGENCY PERFORMANCE ON COMPANY VALUE (A STUDY OF TRADING COMPANIES ON THE INDONESIA STOCK EXCHANGE 2018-2022

..... *Siti Fauziah, Haninun, Habiburahman* 10-17

THE INFLUENCE OF WORK ABILITY, CARING BEHAVIOR, AND WORK TENURE ON THE PERFORMANCE OF INPATIENT NURSES AT NATAR MEDIKA HOSPITAL, SOUTH LAMPUNG

..... *Riske Kharisma Putri, Defrizal, Iskandar Ali Alam* 18-26

THE ROLE OF PRINCIPAL SUPERVISION, EDUCATION AND TRAINING, AND THE IMPROVEMENT OF TEACHER PROFESSIONALISM AT UPTD SMP NEGERI 2 SEKAMPUNG UDIK, EAST LAMPUNG REGENCY

..... *Raminto, Khairudin, Ni Putu Widhia Rahayu* 27-34

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND OCCUPATIONAL HEALTH AND SAFETY (OHS) IMPLEMENTATION ON EMPLOYEE PERFORMANCE AT PT BUKIT ASAM TBK

*Nindy Merry Rahmawati, M.Oktaviannur and M. Yusuf Sulfarano Barusman*  
..... 35-45

THE QUALITY OF PUBLIC SERVICES AND ITS INFLUENCE ON THE PUBLIC SATISFACTION INDEX AT SUKOHARJO DISTRICT OFFICE, PRINGSEWU REGENCY IN 2024

*Leni Setyaningsih, Tina Miniawati Barusman Virgawanda and Andala Rama Putra Barusman*  
..... 46-58

EFFECTIVENESS OF THE ACCELERATED STUNTING REDUCTION PROGRAM THROUGH CONVERGENCE ACTION IN NORTH LAMPUNG REGENCY

..... *Fadhila Kofa, Tina Miniawati Barusman Virgawanda and Defrizal* 59-67

DETERMINANTS OF FAMILY ASSISTANCE TEAM CADRES' PERFORMANCE IN THE STUNTING REDUCTION ACCELERATION PROGRAM IN TELUK PANDAN DISTRICT, PESAWARAN REGENCY

*Destriani Aisyah Barmawi, Hendri Dunan and M.Oktavianur*  
..... 68-81

THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT CLASS IIB GUNUNG SUGIH CORRECTIONAL INSTITUTION

*Ahmad Syahfery, Khomsahrial Romli and M. Yusuf Sulfarano Barusman*  
..... 82-95

THE INFLUENCE OF COMPETENCY AND PERFORMANCE ON THE CIVIL SERVICE PROFESSIONALITY INDEX AT THE REGIONAL DEVELOPMENT PLANNING, RESEARCH, AND INNOVATION AGENCY IN BANDAR LAMPUNG CITY

*Eliza, Habiburahman and Habiburahman and Iskandar Ali Alam*  
..... 96-104

Journal of Management, Business and Social Science	Pages 1-104	Bandar Lampung, May 5, 2024
---	----------------	-----------------------------

**Editorial Board**

**Member Editor**

Wesley D. Sine, University of Cornell, USA  
M. Yusuf S. Barusman, University of Bandar Lampung, Indonesia  
Maria-Gabriella Baldarelli, University of Bologna, Italy  
Dima Jamali, University of Sharjah, United Arab Emirates  
James Guthrie, Macquarie University, Australia  
Maria-Gabriella Baldarelli, Università di Bologna, Italy  
Christine Cooper, University of Edinburgh, Scotland UK

**Executive Editor**

İlcut Elif Kandil Göker, Kırıkkale Üniversitesi  
Teodora Viorica Farcas, Universitatea Babes-Bolyai, Romania  
Jana Kliestikova, University of Zilina, Slovak Republic  
Mario Ianniello, Udine University, Italy  
Jose Luis Retolaza, University of Deusto, Spain  
Dalilawati Zainal, University of Malaya, Malaysia  
Olena Voronkova, National University of the State Fiscal Service of Ukraine

Diterbitkan oleh:

Program Studi Manajemen (S2)  
Program Pascasarjana Universitas Bandar Lampung  
Address: Z.A. Pagar Alam Street No. 89, Bandar Lampung  
Tel. 0721- 789825; Fax. 0721 - 770261  
Email: [mabuss@ubl.ac.id](mailto:mabuss@ubl.ac.id)

## THE INFLUENCE OF ORGANIZATIONAL CULTURE AND OCCUPATIONAL HEALTH AND SAFETY (OHS) IMPLEMENTATION ON EMPLOYEE PERFORMANCE AT PT BUKIT ASAM TBK

Nindy Merry Rahmawati<sup>1</sup>,  
M.Oktaviannur<sup>2</sup>,  
M. Yusuf Sulfarano Barusman<sup>3</sup>

E-mail: [oktavianur@ubl.ac.id](mailto:oktavianur@ubl.ac.id)

<sup>1</sup>Universitas Bandar Lampung, Lampung Indonesia

<sup>2</sup>Universitas Bandar Lampung, Lampung Indonesia

<sup>3</sup>Universitas Bandar Lampung, Lampung Indonesia

---

### ABSTRACT

---

*This study aims to analyze the influence of organizational culture and the implementation of Occupational Health and Safety (OHS) on employee performance at PT Bukit Asam Tbk, Tarahan Port Unit. A quantitative approach was employed using a survey method, with data collected through questionnaires distributed to 116 respondents. The research instruments were tested for validity and reliability. Data analysis techniques included multiple linear regression, with t-tests, F-tests, and the coefficient of determination analyzed using SPSS version 29. The results reveal that both organizational culture and OHS implementation have a significant and positive impact on employee performance, both partially and simultaneously. The coefficient of determination value of 97.4% indicates that the two independent variables dominantly explain employee performance, with the remaining 2.6% influenced by other factors not examined in this study. These findings suggest that improving organizational culture and optimizing the implementation of OHS are crucial strategies for enhancing employee performance within the company.*

---

**Keywords:** Organizational Culture, Occupational Health and Safety (OHS), Employee Performance

---

### Introduction

In today's increasingly complex global industrial competition, companies are required to manage human resources effectively to ensure sustainability and enhance productivity (Nugroho, 2022). One key indicator of successful human resource management is employee performance, which reflects the extent of individual contributions toward achieving organizational goals (Mahsun & Rizal, 2021). To support optimal performance, organizations must consider several influencing factors, particularly organizational culture and the implementation of Occupational Health and Safety (OHS), both of which play strategic roles in promoting employee effectiveness (Ayu et al., 2021).

Organizational culture embodies the shared values, beliefs, and norms that guide the behavior of all members within an organization (KIM, 2021). A positive organizational culture fosters a sense of belonging, encourages loyalty, and promotes productive work behavior. When properly internalized, this culture facilitates a unified way of thinking and acting, which is essential for maintaining consistent performance across departments. Employees who understand and embrace the company's vision and mission are more likely to work synergistically toward common goals (Barusman & Rulian, 2019).

On the other hand, the effective implementation of OHS systems is essential in shaping a safe, healthy, and comfortable working environment (Delvika & Mustafa, 2019). OHS practices not only protect employees from potential hazards and workplace accidents but also contribute to psychological security, which enhances motivation and concentration (Delvika & Mustafa, 2019). With a structured OHS policy, companies can reduce

accident rates, improve operational efficiency, and ultimately enhance overall employee performance (Ayu et al., 2021).

PT Bukit Asam Tbk, a national coal mining company, has demonstrated significant attention to organizational culture and OHS implementation to support employee performance. However, initial observations and interviews with employees at the Tarahan Port Unit revealed challenges in the actual application of these policies. Discrepancies between policy and practice, such as insufficient leadership support and suboptimal psychosocial work conditions, may hinder employee effectiveness and the achievement of corporate targets.

Based on these issues, this study aims to analyze the influence of organizational culture and OHS implementation on employee performance at PT Bukit Asam Tbk. The findings are expected to contribute to the academic discourse on human resource management and serve as a reference for strategic decision-making within the company—particularly in efforts to enhance productivity and efficiency through the strengthening of workplace culture and integrated safety practices.

## Literature Review

### *a. Organizational Culture*

Organizational culture refers to a system of shared values, norms, beliefs, and behaviors that are collectively embraced by members of an organization, guiding their actions and decisions (Azeem et al., 2021). According to Tianingrum (2021), organizational culture is a set of shared perceptions held by members regarding their organization. This system acts as the foundation for shaping employee behavior and serves as a key component in defining the identity of the organization (Kim & Chang, 2019). Schein further explains that organizational culture is formed through adaptation to external challenges and internal integration, which is then transmitted to new members as the correct way of thinking and behaving (Reda, 2018). From a managerial perspective, organizational culture plays a vital role in establishing social system stability, reinforcing loyalty, and creating a productive and conducive work environment. The main indicators used to assess organizational culture include innovation and risk-taking, attention to detail, results orientation, and concern for individuals. When these cultural values are consistently embedded and practiced, they align personal values with organizational objectives, which significantly contributes to improved employee performance (Dewi & Wibowo, 2020).

### *b. Occupational Health And Safety (OHS)*

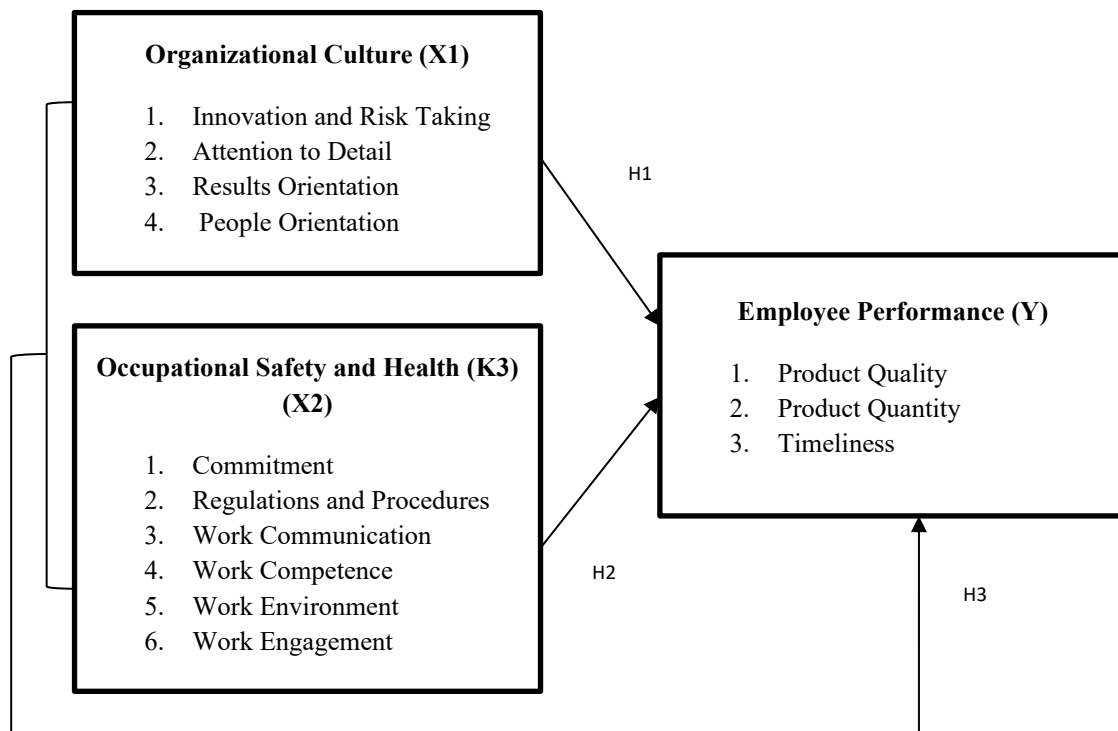
Occupational Health and Safety (OHS) is a fundamental component of labor systems aimed at protecting employees from potential risks of workplace accidents and health issues. The effective implementation of OHS is not only a legal obligation as stated in Law No. 1 of 1970, but also a strategic initiative to ensure a safe, healthy, and productive work environment (Gbadago et al., 2017). According to Segbenya & Yeboah (2022), an OHS management system encompasses a set of policies, procedures, and practices intended to identify, assess, and control workplace hazards. Indicators used to evaluate OHS implementation include management's commitment to safety, the existence of safety rules and procedures, the effectiveness of workplace communication, employee competence in applying safety measures, the physical work environment, and the level of employee involvement in safety programs (Delvika & Mustafa, 2019). A well-implemented OHS system reduces the likelihood of workplace accidents, decreases absenteeism, and fosters greater motivation and employee loyalty (Ayu et al., 2021).

### *c. Employee Performance*

Employee performance represents the outcomes achieved by individuals in executing their duties and responsibilities, aligned with the organization's established standards (Rakatama & Chaerudin, 2021). As noted by Tuffaha, (2020), performance is a tangible contribution made by employees toward the achievement of organizational goals. In practice, performance measurement is an essential tool for management to evaluate effectiveness, provide feedback, and design human resource development strategies (Emmanuel & Nwuzor, 2021). Key performance indicators include the quality and quantity of work output, timeliness in task completion, understanding of job responsibilities, and the ability to collaborate within teams. Enhancing employee performance depends on various factors, particularly a supportive organizational culture and a safe, healthy work environment. Therefore, fostering internal factors such as culture and OHS practices is critical in improving organizational productivity and competitiveness. Johari et al., (2019) identifies key indicators for assessing employee performance, including: (1) quality of work—accuracy, neatness, and timeliness; (2) quantity of work—output

volume relative to time; (3) job knowledge—understanding of tasks and procedures; and (4) teamwork—ability to cooperate and coordinate with others. Given the interrelationship between culture, safety, and performance, fostering a strong organizational culture and implementing effective OHS measures are crucial strategies for enhancing employee output. When employees operate in a supportive, ethical, and safe environment, they are more likely to exhibit high performance, leading to improved organizational outcomes (Mardhotillah et al., 2021).

#### d. Theoretical Framework



**Figure 1. Theoretical Framework**

## Methodology

This study employed a quantitative approach using a survey method, which is both descriptive and verifictive in nature (Dhall, 2019). The quantitative approach was chosen because the primary objective of this research is to test hypotheses that have been previously formulated and to measure the relationships between variables objectively through numerical data. The survey method allows the researcher to collect data systematically from a large number of respondents using a structured questionnaire. This approach is particularly relevant in identifying the extent to which independent variables—namely, organizational culture and the implementation of occupational health and safety (OHS)—influence the dependent variable, employee performance. By applying this method, the researcher can analyze social phenomena comprehensively based on empirical evidence.

The object of this study is the employees of PT Bukit Asam Tbk, specifically those working at the Tarahan Port Unit. The population includes all permanent employees actively working at the unit, totaling 163 individuals. To determine the sample size, the Slovin formula was used with a margin of error of 5%, resulting in a sample of 116 respondents. The sampling technique adopted was probability sampling using the simple random sampling method, ensuring that each population member had an equal opportunity to be selected, thereby enhancing the

generalizability of the findings. Data were collected using a structured questionnaire, developed based on relevant theories and variable indicators. A five-point Likert scale was employed, ranging from 1 (strongly disagree) to 5 (strongly agree). The variable organizational culture was measured using indicators adapted from Robbins (2006), which include innovation and risk-taking, attention to detail, results orientation, and people orientation. The OHS variable was measured using indicators from Mathis and Jackson (2015), comprising safety commitment, established rules and procedures, workplace communication, employee competence, work environment conditions, and employee involvement in safety programs. Meanwhile, employee performance was measured based on indicators from As'ad (2013), which include the quality of work output, work quantity, and timeliness of task completion. Prior to analysis, the questionnaire instrument was subjected to validity and reliability tests. Validity testing was conducted to ensure that the questionnaire items accurately measured the intended variables, using corrected item-total correlation values. Items were deemed valid if the correlation coefficient exceeded the critical value at a 5% significance level. Reliability testing was performed using the Cronbach's Alpha method, where a coefficient above 0.6 indicates that the instrument has acceptable internal consistency and is thus considered reliable. The collected data were analyzed using multiple linear regression analysis to examine both the simultaneous and partial effects of the independent variables on the dependent variable. The regression equation used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e,$$

where Y represents employee performance,  $X_1$  represents organizational culture,  $X_2$  represents OHS implementation, a is the constant,  $b_1$  and  $b_2$  are regression coefficients, and e is the error term.

Prior to regression analysis, classical assumption tests were conducted to validate the model. These included the normality test to confirm that the residuals follow a normal distribution, the multicollinearity test to ensure that there are no excessively high correlations between independent variables (indicated by VIF values below 10), and the heteroscedasticity test to verify that the residual variance is constant across all levels of the independent variables. Hypothesis testing was conducted using the F-test and t-test. The F-test was used to determine whether the independent variables jointly have a significant effect on the dependent variable. If the significance value is less than 0.05, it indicates that the model is statistically significant. The t-test, on the other hand, was employed to assess the individual effect of each independent variable on employee performance. A variable was considered to have a significant partial effect if the p-value was less than 0.05. All statistical calculations and analyses were performed using SPSS version 29 to ensure accuracy in data processing and interpretation. By applying this methodological framework, the study aims to provide empirical evidence regarding the influence of organizational culture and OHS implementation on employee performance. The findings are expected to offer valuable insights for organizational leaders in designing and implementing effective human resource strategies, especially in enhancing workforce productivity and operational efficiency.

## Result And Discussion

### a. Validity Test

Table 1. Employee Performance Validity Test Result (Y)

No Item	Variable	$r_{xy}$	Rtable	Description
1	Y	0.796	0.152	Valid
2	Y	0.909	0.152	Valid
3	Y	0.830	0.152	Valid
4	Y	0.666	0.152	Valid
5	Y	0.771	0.152	Valid
6	Y	0.854	0.152	Valid
7	Y	0.539	0.152	Valid

8	Y	0.914	0.152	Valid
9	Y	0.876	0.152	Valid
10	Y	0.772	0.152	Valid

Source: Processed Data 204

Based on the analysis results, the correlation coefficients for items 1 through 10 were found to exceed 0.152. This indicates that these items have a significant relationship with the total score, thus they are considered valid and appropriate for measuring the research variable.

Table 2. Organizational Culture Validity Test Results (X1)

No Item	Variable	$r_{xy}$	$R_{table}$	Description
1	X1	0.803	0.152	Valid
2	X1	0.882	0.152	Valid
3	X1	0.484	0.152	Valid
4	X1	0.712	0.152	Valid
5	X1	0.738	0.152	Valid
6	X1	0.788	0.152	Valid
7	X1	0.534	0.152	Valid
8	X1	0.880	0.152	Valid

Source: Processed Data 204

Based on the analysis results, it was found that items 1 through 8 had correlation coefficients greater than 0.152. This indicates that each item has a significant correlation with the total score, thereby confirming their validity as instrument items and their suitability for measuring the studied variable.

Table 3. Organizational Occupational Health and Safety (OHS) (X2)

No Item	Variable	$r_{xy}$	$R_{table}$	Description
1	X2	0.777	0.152	Valid
2	X2	0.860	0.152	Valid
3	X2	0.801	0.152	Valid
4	X2	0.736	0.152	Valid
5	X2	0.854	0.152	Valid
6	X2	0.873	0.152	Valid
7	X2	0.653	0.152	Valid
8	X2	0.860	0.152	Valid
9	X2	0.643	0.152	Valid
10	X2	0.615	0.152	Valid
11	X2	0.864	0.152	Valid

12	X2	0.767	0.152	Valid
----	----	-------	-------	-------

Source: Processed Data 204

Based on the analysis results, all items from number 1 to 12 showed correlation coefficient values greater than 0.152. This indicates that each item has a significant relationship with the total score, and therefore can be considered valid and appropriate for measuring the variables under study.

### **b. Reliability Test**

Table 4. Reliability Test Result

No	Variable	Reliability Coefficient	Description
1	Y	0,930	Reliable
2	X1	0,851	Reliable
3	X2	0,934	Reliable

Source: Processed Data 204

The results of the reliability tests conducted through SPSS indicate that all research instruments used to measure the variables in this study are both valid and reliable. The Employee Performance variable recorded a Cronbach's Alpha of 0.930, exceeding the critical threshold of 0.60, with all 12 indicator items showing correlation coefficients ( $r_{xy}$ ) higher than 0.152, thus confirming their validity. Similarly, the Organizational Culture variable demonstrated a reliability coefficient of 0.851, also surpassing the accepted standard, indicating that the eight items used to assess this variable possess strong internal consistency and are suitable for hypothesis testing. Likewise, the Occupational Health and Safety (OHS) Implementation variable yielded a reliability score of 0.934, further affirming that all 12 related items are statistically consistent and appropriate for analytical purposes. These results collectively confirm that each instrument in the study meets the required standards of validity and reliability, and therefore, can be effectively utilized in subsequent hypothesis testing.

### **c. Normality Test**

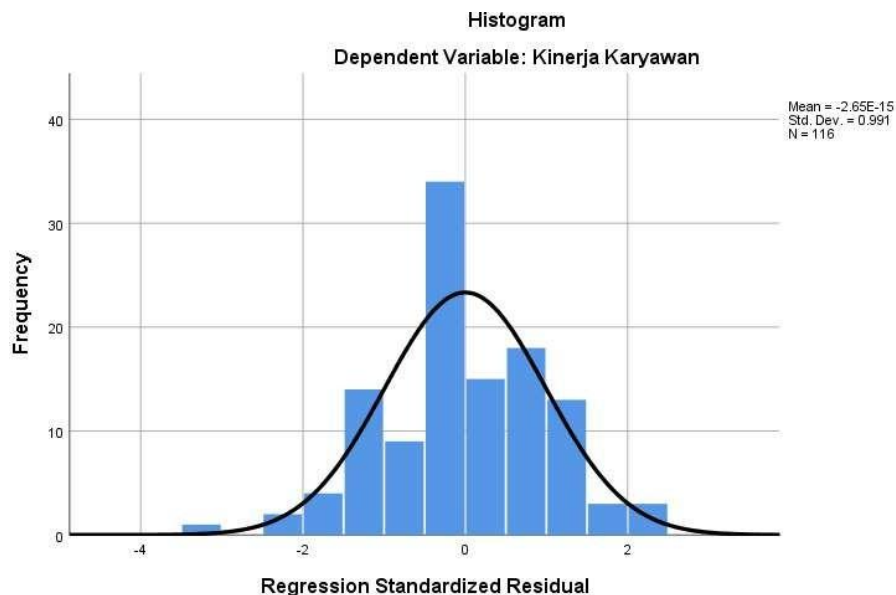


Figure 2. Normality Test

Based on the Normal P-Plot and the bell-shaped histogram, it is evident that the data in this study are approximately normally distributed. This is indicated by the actual data clustering closely along the diagonal line



of the Normal P-Plot. Therefore, it can be concluded that the data in this research exhibit a near-normal distribution pattern.

#### d. Coefficient of Determination Test

Table 5. Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 <sup>a</sup>	.935	.934	1.25372

Source: Processed Data 2024

Based on Table 8, the coefficient of determination ( $R^2$ ) is found to be 0.974. This indicates that 97.4% of the variation in the Employee Performance variable (Y) can be explained by the Organizational Culture (X1) and Occupational Health and Safety Implementation (X2) variables. Therefore, the  $R^2$  value strengthens the confidence in the reliability of the data. Meanwhile, the remaining 2.6% is influenced by other variables that were not included in this research model.

#### e. Multiple Linear Regression Analysis

Table 6. Multiple linear regression analysis Result

Model	Unstandardized Coefficients			Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-1.179	1.041		-1.132	.260
	Budaya Organisasi	1.064	.055	.815	19.351	.000
	Penerapan K3	.155	.037	.178	4.233	.000

Source: Processed Data 2024

The multiple linear regression equation obtained is  $Y = -1.179 + 1.064X_1 + 0.155X_2$ .

1. The regression coefficient for Organizational Culture (X1) is 0.815 and has a positive sign, indicating that Organizational Culture positively influences employee performance. In other words, an increase in Organizational Culture will lead to an improvement in employee performance.
2. The regression coefficient for the Implementation of Occupational Health and Safety (X2) is 0.178 and is also positive, suggesting that better implementation of OHS practices contributes to enhanced employee performance.

#### f. F Test (Partial)

Table 7. F-test (Partial)

Model	Sum of Squares		df	Mean Square	F	Sig.
1	Regression	2552.688	2	1276.344	812.025	.000 <sup>b</sup>
	Residual	177.614	113	1.572		
	Total	2730.302	115			

Source: Processed Data 2024

Based on Table 9, the calculated F-value is greater than the F-table value, namely  $812.025 > 2.68$ , with a significance level of 0.000. Since the significance value is less than 0.05, it can be concluded that the independent variables—Organizational Culture (X1) and Occupational Health and Safety Implementation (X2)—have an influence on the dependent variable, Employee Performance (Y). Therefore, the regression model is considered

appropriate for further analysis.

### ***g. Discussion***

#### **The Influence of Organizational Culture on Employee Performance at PT Bukit Asam Tbk**

The first hypothesis proposed in this study is that organizational culture positively affects employee performance. Based on the SPSS 26.0 analysis results, the standardized coefficient (beta) value is 19.351 with a significance value of  $0.000 < 0.05$ , indicating that organizational culture directly influences employee performance. Therefore, hypothesis H1, which states that organizational culture positively impacts employee performance, is accepted. A strong organizational culture fosters a high sense of responsibility among employees, motivating them to deliver optimal performance, achieve better goals, and enhance overall productivity. Organizational culture is commonly understood as shared values and norms that bind members of an organization, creating a unique atmosphere that distinguishes it from others. According to Stoner et al. in the book by Eko Budiyanto and Dr. Mochamad Mochklas (2020), culture is a complex combination of assumptions, behaviors, stories, myths, metaphors, and ideas that define group identity. Robbins and Judge (2008) define organizational culture as a system of shared meaning held by members of the organization that differentiates it from others. Hofstede (2005) asserts that culture reflects the norms, values, and behaviors embraced by a society. Edgar Schein, as cited in Luthans (2006), describes organizational culture as a pattern of basic assumptions created or developed by a particular group. These various definitions highlight that organizational culture is a crucial factor that differentiates one company from another and serves as a foundation for employee behavior. This finding is supported by research from Pratama, Utami, and Kasnowo (2020), which showed that Occupational Health and Safety (X1) and Organizational Culture (X2) significantly influence employee performance at UPT Puskesmas Wates, Mojokerto City. Hence, good organizational culture management contributes to stable and effective employee performance. This is also aligned with findings by Sofia A.C. Kumajas, Cristhoffel Kojo, and Greis M. Sendow (2019), which concluded that organizational culture, workplace safety, and compensation directly impact employee performance.

#### **The Influence of Occupational Health and Safety (OHS) Implementation on Employee Performance at PT Bukit Asam Tbk**

The second hypothesis in this study posits that the implementation of Occupational Health and Safety (OHS) positively affects employee performance. SPSS 26.0 analysis revealed a standardized coefficient (beta) value of 4.233 with a significance level of  $0.000 < 0.05$ , indicating a direct influence of OHS implementation on employee performance. Therefore, hypothesis H2 is accepted. Proper implementation of OHS, especially in accident prevention, is crucial in minimizing or eliminating potential workplace risks. The company ensures that equipment is provided in accordance with established safety standards to prevent accidents caused by faulty tools. This measure aims to ensure safe production processes, protect investments, and provide employees with a sense of security. A safe and comfortable work environment enables employees to perform efficiently and produce well-organized work, which in turn facilitates performance evaluations. Hence, an effective OHS implementation has a positive impact on improving employee performance. This result is further reinforced by the study of Purta Wijaya Aditya (2021), which found that OHS and work discipline significantly and positively affect productivity at PT Tira Autenite. Therefore, the better OHS is implemented, the more optimal the employee performance will be.

## **Conclusions and Suggestions**

### ***a. Conclusions***

Based on the findings of the research, the following conclusions can be drawn:

1. The results of the quantitative analysis support the first hypothesis, indicating that organizational culture influences employee performance at PT Bukit Asam Tbk.
2. The quantitative analysis also supports the second hypothesis, revealing that the implementation of Occupational Health and Safety (OHS) affects employee performance at PT Bukit Asam Tbk.

*5<sup>st</sup> Edition, May, 24*

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

\*Corresponding Author

Email address: [oktavianur@ubl.ac.id](mailto:oktavianur@ubl.ac.id)

3. The test of the third hypothesis concludes that both organizational culture and the implementation of OHS simultaneously have a significant impact on employee performance at PT Bukit Asam Tbk.

### ***b. Suggestions***

Based on the findings of the study on the influence of organizational culture and the implementation of occupational health and safety (OHS) on employee performance at PT Bukit Asam Tbk, several recommendations can be made as follows:

1. **Enhancing the Internalization of Organizational Culture Values**  
Management is encouraged to continuously strengthen employees' understanding and application of organizational values through regular training, coaching, and effective communication. This ensures that the organizational culture is not only understood theoretically but also practiced consistently in daily work behavior.
2. **Reinforcing the Implementation of OHS Programs**  
Given the significant influence of OHS implementation on employee performance, the company should ensure that all safety procedures are implemented thoroughly and sustainably. Improving workplace safety facilities, providing relevant OHS training, and strict supervision are essential to creating a safe and healthy working environment.
3. **Increasing Employee Involvement in Decision-Making**  
It is recommended that the company provides greater opportunities for employees to participate in decision-making processes, particularly those related to organizational culture and OHS. Greater involvement is expected to foster a sense of ownership, responsibility, and enhance work motivation.
4. **Conducting Regular Monitoring and Evaluation**  
The company should carry out periodic evaluations and monitoring of the implementation of organizational culture and OHS to assess their effectiveness and identify areas for improvement.
5. **Comprehensive Human Resource Development**  
To improve employee performance and organizational competitiveness, human resource development should encompass technical competencies, discipline, work ethics, and awareness of the importance of organizational culture and OHS. This can be achieved through continuous training and professional development programs.

## **References**

- Ayu, F., Karya, D. F., & Rhomadhoni, M. N. (2021). Influence of occupational health and safety culture implementation to productivity of work to heavy equipment worker at PT. X Surabaya. *IOP Conference Series: Earth and Environmental Science*, 747(1), 1–7. <https://doi.org/10.1088/1755-1315/747/1/012104>
- Azeem, Muhammad., Ahmed, Munir., Haider, Sajid., & Sajjad, Muhammad. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 1–10. <https://doi.org/https://doi.org/10.1016/j.techsoc.2021.101635>
- Barusman, Andala Rama Putra., & Rulian, Evelin Putri. (2019). The Antecedent of Customer Satisfaction and Its Impact on Customer Retention in Tourism as Hospitality Industry. *International Journal of Advanced Science and Technology*, 28(8), 322–330.
- Delvika, Yuana., & Mustafa, Kamil. (2019). Evaluate the Implementation of Occupational Health and Safety (OHS) Management System Performance Measurement at PT. XYZ Medan to minimize Extreme Risks. *IOP Conference Series: Materials Science and Engineering*, 505(1), 1–12. <https://doi.org/10.1088/1757-899X/505/1/012028>

5<sup>st</sup> Edition, May, 24

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

\*Corresponding Author

Email address: [oktavianur@ubl.ac.id](mailto:oktavianur@ubl.ac.id)

- Dewi, Nuning Nurna., & Wibowo, Rudi. (2020). The effect of leadership style, organizational culture and motivation on employee performance. *Management Science Letters*, 10(9), 2037–2044. <https://doi.org/10.5267/j.msl.2020.2.008>
- Dhall, Punyaslok. (2019). Quantitative Data Analysis. In R. N. Subudhi & S. Mishra (Eds.), *Methodological Issues in Management Research: Advances, Challenges, and the Way Ahead* (pp. 109–125). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-78973-973-220191008>
- Emmanuel, Noko., & Nwuzor, Joseph. (2021). Employee and Organisational Performance: Employees Perception of Intrinsic and Extrinsic Rewards System. *Applied Journal of Economics, Management and Social Sciences*, 2(1), 26–32.
- Gbadago, Patrick., Amedome, Sedem N., & Honyenuga, Ben Q. (2017). *The Impact of Occupational Health and Safety Measures on Employee Performance at the South Tongu District Hospital*. 17(5), 13–19.
- Johari, Johanin., Mohd Shamsudin, Faridahwati., Fee Yean, Tan., Yahya, Khulida Kirana., & Adnan, Zurina. (2019). Job characteristics, employee well-being, and job performance of public sector employees in Malaysia. *International Journal of Public Sector Management*, 32(1), 102–119. <https://doi.org/10.1108/IJPSM-09-2017-0257>
- KIM, Christie. (2021). What Motivates Change within a Healthcare Organization? *American Journal of Biomedical Science & Research*, 14(6), 565–567. <https://doi.org/10.34297/ajbsr.2021.14.002057>
- Kim, Taesung., & Chang, Jihyun. (2019). Organizational culture and performance: a macro-level longitudinal study. *Leadership & Organization Development Journal*, 40(1), 65–84. <https://doi.org/10.1108/LODJ-08-2018-0291>
- Mahsun, Mahsun., & Rizal, Rizal Kurniansah. (2021). Effort for Developing Excellent Human Resources in the Hospitality Industry. *Journal of Asian Multicultural Research for Economy and Management Study*, 2(4), 25–32. <https://doi.org/10.47616/jamrems.v2i4.180>
- Mardhotillah, R. R., Karya, D. F., Saadah, C., & Rasyid, R. A. (2021). The antecedents of employee's performance: Case study of Nahdlatul Ulama University of Surabaya, Indonesia. *IOP Conference Series: Earth and Environmental Science*, 747(1). <https://doi.org/10.1088/1755-1315/747/1/012112>
- Nugroho, Sukmo Hadi. (2022). The role of human resources management in organizational perspective. *Global Journal of Engineering and Technology Advances*, 10(3), 012–018. <https://doi.org/10.30574/gjeta.2022.10.3.0040>
- Rakatama, Anggit Windhi., & Chaerudin, Chaerudin. (2021). The Role of Competence, Motivation and Compensation in Affecting the Employee Performance at PT. ZTE Indonesia. *DIJSM: Dinasti International Journal of Digital Business Management*, 2(2), 290–298. <https://doi.org/10.31933/dijdbm.v2i2>
- Reda, Reda, Hussein M.. (2018). Organizational Culture: A Case Study Measuring the Importance and Presence of Organization Values at a Higher Education Organization in Saudi Arabia. *Engineering Management Research*, 7(1), 56. <https://doi.org/10.5539/emr.v7n1p56>
- Segbenya, Moses., & Yeboah, Esi. (2022). Effect of Occupational Health and Safety on Employee Performance in the Ghanaian Construction Sector. *Environmental Health Insights*, 16, 1–11. <https://doi.org/10.1177/11786302221137222>

- Tianingrum, Atikah Sofa. (2021). Effect of Leadership and Organizational Culture on Employee Performance. *APTISI Transactions on Management (ATM)*, 6(2), 158–166. <https://doi.org/10.33050/atm.v6i2.1746>
- Tuffaha, Mohand. (2020). The Determinants of Employee's Performance: A Literature Review. *Journal of Economics and Management Sciences*, 3(3), p14. <https://doi.org/10.30560/jems.v3n3p14>