JENIUS
Scientific Journal, Human Resource Management
p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

The Influence of Occupational Safety and Health, Job Satisfaction, and Organizational Climate on Organizational Commitment and Their Impact on Performance

Glisina Dwinoor Rembulan[1*], Alfonsus Ligouri Nikarsten Cindera[2]
Management, Bunda Mulia University[1*]
Industrial Engineering, Bunda Mulia University[2]
grembulan@bundamulia.ac.id[*]

Received 27 Februari 2026 | Accepted 02 May 2026 | Published 05 May 2026
* Correspondence Author

Abstract

This study examines the effects of occupational safety and health (OSH), organizational climate, and job satisfaction on organizational commitment and their subsequent impacts on employee performance at PT BMKU, a steel and iron distribution and manufacturing company operating in West Jakarta. The research employed a quantitative approach using a survey questionnaire with a 5-point Likert scale, followed by instrument validity and reliability assessments. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS, supported by preliminary validity testing using SPSS. The measurement model evaluation indicates that all constructs meet adequacy criteria, including average variance extracted (AVE) values exceeding 0.50. The structural model demonstrates good fit (SRMR = 0.049) and strong predictive relevance (Q^2 = 0.915). Hypothesis testing reveals that OSH, organizational climate, and job satisfaction have positive and significant effects on both organizational commitment and employee performance; organizational commitment also positively and significantly affects performance ($p < 0.001$). Collectively, the model explains 88% of the variance in employee performance (Adjusted R^2 = 0.880) and 78.5% of the variance in organizational commitment (Adjusted R^2 = 0.782). However, mediation testing indicates that organizational commitment does not significantly mediate the relationships between OSH, organizational climate, and job satisfaction and employee performance (p for indirect effects = 0.216; 0.155; 0.325). These findings suggest that strengthening OSH practices, fostering a supportive organizational climate, and improving job satisfaction tend to exert direct effects on performance, while simultaneously enhancing organizational commitment as an important human resource management outcome at PT BMKU.

Keywords: *Occupational Safety and Health (OSH); Organizational Climate; Job Satisfaction; Organizational Commitment; Employee Performance.*

INTRODUCTION

BPJS Ketenagakerjaan reported 123,041 occupational accident cases in 2017. This figure increased significantly in 2018 to 173,105 cases, with Occupational Accident Insurance (Jaminan Kecelakaan Kerja/JKK) claims amounting to IDR 1.2 trillion (Widianto, 2019). Most of the cases handled were still dominated by minor workplace accidents occurring in factory-type work environments (Syarif, 2019). In 2017, although industrial development continued to be facilitated, including through incentives in the form of the government's 16 economic policy packages, 16.6 million industrial workers in Indonesia still faced an increasing risk of death (Habib, 2017).

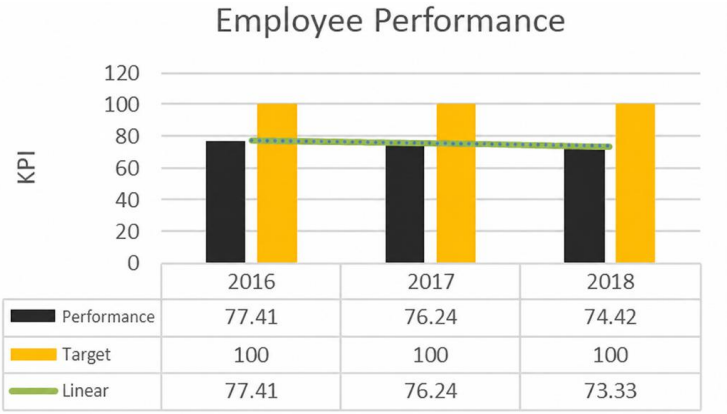
PT BMKU is a company engaged in both the distribution and production of steel and iron and has been operating for more than 42 years. Currently, PT BMKU has 524 employees in the production division and 203 office staff. In March 2016, PT BMKU employees went on strike and held a demonstration. This incident indicated employee dissatisfaction, as one of the workers' demands during the demonstration concerned occupational safety and health factors (Polda Metro Jaya, 2016).

In fact, a decline in company performance can be influenced by low employee job satisfaction (Mariana & Hatane, 2015). Performance refers to the process carried out by members of a company in producing services or products as the output of their work processes. Meanwhile, performance appraisal is a formal system conducted within a certain period to assess an employee's work results in a company.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

Its purpose is to help the company achieve organizational goals and motivate employee performance; therefore, performance becomes an important aspect in human resource management (Setiobudi, 2017). Performance appraisal at PT BMKU can be seen from the Key Performance Indicator (KPI) reports provided by the company for the years 2016-2018. KPI refers to a comparison between actual achievements and the targets established by the company (Lubis & Kusumanto, 2018).



	2016	2017	2018
Performance	77.41	76.24	74.42
Target	100	100	100
Linear	77.41	76.24	73.33

Figure 1. Key Performance Indicator Diagram, 2016–2018 (%)
Source: Company Data, 2019

Figure 1 shows that the KPI scores of employees in the production division declined during the 2016–2018 period. Based on an interview with the representative and child of the Director of PT BMKU, who serves as the Purchasing Manager, it was found that occupational health and safety remains an issue within the company, as indicated by the increasing number of workplace accidents each year. The company has taken several measures, including giving warnings and sanctions as well as rewards to employees, as a means of encouragement for them to work harder and show greater commitment to the company.

Every organization has its own culture, and the way members of a particular organization practice organizational culture is referred to as organizational climate (Danish et al., 2015). Organizational climate has also been proven to improve employees' psychological factors, such as organizational commitment and job satisfaction (Widodo, 2015). In achieving organizational goals, occupational safety and health (OSH) is an area concerned with the development, promotion, and maintenance of the work environment, regulations, and programs that ensure the mental, physical, and emotional well-being of workers, while also keeping the workplace free from potential hazards that may cause injuries or accidents to employees (Alberto et al., 2017). There are several constructs for assessing occupational safety, namely information, training, safety awareness, employee attitudes, the role of supervisors, OSH reporting mechanisms, workplace safety inspections, and the work environment (Mojapelo et al., 2016).

Employee dissatisfaction is one of the main factors that can reduce employee morale in the workplace. Therefore, dissatisfaction with one's job may lead to lower productivity and, furthermore, affect overall organizational performance (Inuwa, 2016). Job satisfaction is defined as an indication of an individual's feelings toward their overall job; thus, job satisfaction can be viewed as a tool that can influence the work environment and employee performance (Ariani, 2015). Therefore, job satisfaction is used as a benchmark to determine whether employees feel positively or negatively about their jobs (Inuwa, 2016).

Organizational commitment refers to the willingness of members of a social group to devote their energy and loyalty to a social system. Since a personal attachment to such a social system is regarded as an expression of the individual, employees with a higher level of organizational commitment tend to perform better than those with lower commitment (Al Zefeiti & Mohamad, 2017). Therefore, employees with higher commitment are expected to be more motivated and to demonstrate optimal performance (Berberoglu & Secim, 2015). Based on this background, this study examines the influence of occupational safety and health (OSH), organizational climate, and job satisfaction on organizational commitment, as well as its impact on employee performance at PT BMKU.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

METHOD

Based on Figure 2, the methodological flowchart provides an overview of the steps carried out in this study. The methodology begins with a literature review to obtain an initial understanding of the company's condition, followed by field observations or surveys. Based on the observation results, the researchers identified the problems within the company that caused a decline in performance, which were then formulated into questions or questionnaires. Subsequently, the objectives and benefits of the study were determined based on the identified problems. The scope of the study was then defined to ensure that the research remained focused on the problems to be addressed. Relevant theories from the literature were used to support and strengthen this study.

The variables used in this study include occupational safety and health (OSH), job satisfaction, organizational climate, organizational commitment, and employee performance. The questionnaire was developed to obtain employees' perceptions of the actual conditions within the company by examining the relationships among the variables included in the questionnaire. This stage was carried out through the direct distribution and collection of questionnaires at the company.

The validity testing stage was carried out to assess the measurement instrument. If an instrument is found to be invalid, the related item should be revised or removed. After that, reliability testing was conducted once all items had been declared valid. If the items are not yet valid, the reliability test cannot be continued. However, if the items pass the reliability test, the research measurement instrument can be considered trustworthy and reliable (Puspitawati et al., 2018).

The next stage involved data analysis using the Structural Equation Modeling (SEM) method with the assistance of SmartPLS software. In its measurement process, SEM is divided into two measurement models, namely: 1) Evaluation of the measurement model (outer model); 2) Evaluation of the structural model (inner model)

After conducting the required analysis, the researchers provide conclusions and recommendations to address the research questions. The results of this study are expected to be used by the company to improve the declining level of employee performance.

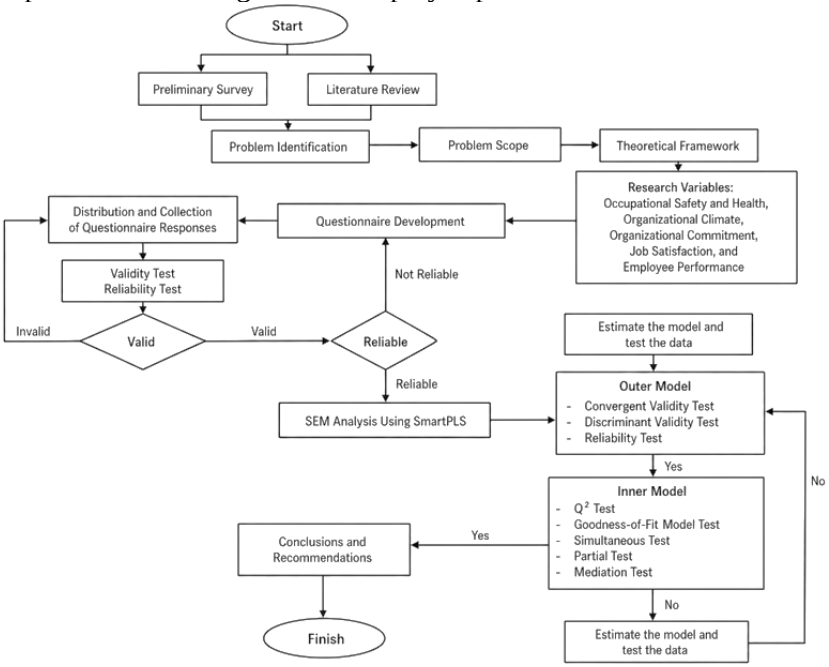


Figure 2. Research Methodology Flowchart

RESULTS AND DISCUSSION

Results

Validity and Reliability Tests

The validity test was conducted using SPSS version 25 software. In the validity test, if the calculated r-value is greater than the r-table value and shows a positive result, the questionnaire item can be considered valid. Therefore, the results of this study are presented in the following table:

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

Occupational Safety and Health

Table 1. Validity and Reliability Test Results of the Occupational Safety and Health Variable

Variable (Cronbach Alpha)	Indicator	*Corrected Item – Total Correlation*	*r* Table	Status
Occupational Safety and Health (**0.876**)	KK01	0.778	0.1463	Valid
	KK02	0.886	0.1463	Valid
	KK03	0.844	0.1463	Valid
	KK04	0.766	0.1463	Valid
	KK05	0.763	0.1463	Valid
	KK06	0.806	0.1463	Valid
	KK07	0.465	0.1463	Valid

Organizational Climate

Table 2. Validity and Reliability Test Results of the Organizational Climate Variable

Variable (Cronbach Alpha)	Indicator	*Corrected Item – Total Correlation*	*r* Table	Status
Organizational Climate (**0.959**)	IO01	0.89	0.1463	Valid
	IO02	0.849	0.1463	Valid
	IO03	0.885	0.1463	Valid
	IO04	0.877	0.1463	Valid
	IO05	0.905	0.1463	Valid
	IO06	0.787	0.1463	Valid
	IO07	0.852	0.1463	Valid
	IO08	0.692	0.1463	Valid
	IO09	0.877	0.1463	Valid
	IO10	0.776	0.1463	Valid
	IO11	0.782	0.1463	Valid
	IO12	0.716	0.1463	Valid
	IO13	0.755	0.1463	Valid
	IO14	0.818	0.1463	Valid

Job Satisfaction

Table 3. Validity and Reliability Test Results of the Job Satisfaction Variable

Variable (Cronbach Alpha)	Indicator	*Corrected Item – Total Correlation*	*r* Table	Status
Job Satisfaction (**0.954**)	KE01	0.843	0.1463	Valid
	KE02	0.845	0.1463	Valid
	KE03	0.874	0.1463	Valid
	KE04	0.805	0.1463	Valid
	KE05	0.721	0.1463	Valid
	KE06	0.847	0.1463	Valid
	KE07	0.835	0.1463	Valid
	KE08	0.786	0.1463	Valid
	KE09	0.787	0.1463	Valid

Employee Performance

Table 4. Validity and Reliability Test Results of the Employee Performance Variable

Variable (Cronbach Alpha)	Indicator	*Corrected Item – Total Correlation*	*r* Table	Status
Employee Performance (**0.895**)	KI01	0.918	0.1463	Valid
	KI02	0.916	0.1463	Valid
	KI03	0.899	0.1463	Valid

Organizational Commitment

Table 5. Validity and Reliability Test Results of the Organizational Commitment Variable

Variable (Cronbach Alpha)	Indicator	*Corrected Item – Total Correlation*	*r* Table	Status
Organizational Commitment (**0.955**)	KO1	0.956	0.1463	Valid
	KO2	0.963	0.1463	Valid
	KO3	0.955	0.1463	Valid

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

Evaluation of the Measurement Model (Outer Model)

Convergent Validity

Convergent validity was assessed by examining the outer loading factor of each construct. The following table presents the cross-loading factors of each indicator obtained from data processing using SmartPLS in this study.

Table 6. Indicator Loading Factor Values

	Organizational Climate (X_2)	Occupational Safety and Health (X_1)	Job Satisfaction (X_3)	Employee Performance (Y_2)	Organizational Commitment (Y_1)
IO01	0.894				
IO02	0.784				
IO03	0.787				
IO04	0.698				
IO05	0.758				
IO06	0.822				
IO07	0.845				
IO08	0.891				
IO09	0.888				
IO10	0.905				
IO11	0.796				
IO12	0.853				
IO13	0.652				
IO14	0.882				
KE01					0.885
KE02					0.882
KE03					0.907
KE04					0.848
KE05					0.79
KE06					0.884
KE07					0.866
KE08					0.822
KE09					0.827
KI01			0.917		
KI02			0.922		
KI03			0.894		
KK01		0.788			
KK02		0.909			
KK03		0.863			
KK04		0.76			
KK05		0.753			
KK06		0.818			
KO01				0.956	
KO02				0.964	
KO03				0.954	

In addition to examining the loading factor value of each indicator, the convergent validity test also considers the Average Variance Extracted (AVE) value of each construct. The model is considered to have passed the test if each construct has an AVE value above 0.5.

Tabel 7. Average Variance Extracted (AVE)

	***Average Variance Extracted* (AVE)**
Organizational Climate (X_2)	0.675
Occupational Safety and Health (X_1)	0.668
Job Satisfaction (X_3)	0.736
Employee Performance (Y)	0.83
Organizational Commitment (Z)	0.918

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

Discriminant Validity

The discriminant validity test in this study was conducted to determine whether each latent variable is distinct from the other variables. The following table presents the discriminant validity results processed using SmartPLS.

Table 8. Discriminant Validity

	Organizational Climate (X_2)	**Occupational Safety and Health (X_1)**	**Employee Performance (Y)**	**Organizational Commitment (Z)**	**Job Satisfaction (X_3)**
Organizational Climate (X_2)	0.822				
Occupational Safety and Health (X_1)	0.034	0.817			
Employee Performance (Y)	0.412	0.534	0.911		
Organizational Commitment (Z)	0.431	0.49	0.916	0.958	
Job Satisfaction (X_3)	0.19	0.104	0.734	0.725	0.858

Each diagonal value represents the square root of the AVE, which has a greater value for its own variable than for its correlations with other variables. If the square root of the AVE is greater than the correlation values, the model can be considered valid because it meets the requirements for discriminant validity.

Composite Reliability and Cronbach's Alpha (Reliability Test)

Composite reliability measures the actual reliability value of a construct. The following table presents the construct reliability results of this study.

Table 9. Construct Reliability

	Cronbach's Alpha	***rho_A***	***Composite Reliability***	***Average Variance Extracted (AVE)***
Organizational Climate (X_2)	.962	0.9670	0.967	0.675
Occupational Safety and Health (X_1)	0.9	0.911	0.923	0.668
Employee Performance (Y)	0.897	0.898	0.936	0.83
Organizational Commitment (Z)	0.955	0.955	0.971	0.918
Job Satisfaction (X_3)	0.955	0.956	0.962	0.736

Evaluation of the Structural Model (Inner Model)

The structural model testing stage was carried out after the previous stage had been completed. The results obtained from the PLS analysis can be used to test the research hypotheses and to determine whether all indicators are feasible to proceed to the next stage.

Q^2 Predictive Relevance

The Q^2 predictive relevance test was used to measure the observation values generated by the model as well as its parameter estimates.

Table 10. Q^2 Predictive Relevance

	R^2	***Q^2***
Employee Performance (Y_2)	0.883	0.915
Organizational Commitment (Y_1)	0.785	

The calculation of the Q^2 value produced a result of 0.915. This indicates that the model has strong predictive capability, meaning that the model can explain 91.5% of the variables. In other words, the model can be considered very good and suitable for hypothesis testing.

Goodness-of-Fit Test of the PLS Model

The goodness-of-fit statistic describes how well the model fits a set of observed data.

Table 11. Goodness-of-Fit Model Test Results

	Saturated Model	***Estimated Model***
SRMR	0.049	0.049

Based on Table 11, the SRMR value obtained was 0.049. Since this value is below 0.10, the model is considered feasible for hypothesis testing.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

Significance Test (t^2)

Table 12. Significance Test Results

	Original Sample (O)	*Sample Mean* (M)	*Standard Deviation* (STDEV)	*t Statistics* (|O/STDEV|)	*p Values*
Organizational Climate (X_2) -> Employee Performance (Y)	0.121	0.120	0.027	4.535	0
Organizational Climate (X_2) -> Organizational Commitment (Z)	0.297	0.296	0.040	7.518	0
Occupational Safety and Health (X_1) -> Employee Performance (Y_2)	0.244	0.241	0.042	5.841	0
Occupational Safety and Health (X_1) -> Organizational Commitment (Z)	0.415	0.414	0.051	8.133	0
Job Satisfaction (X_3) -> Employee Performance (Y)	0.309	0.307	0.048	6.497	0
Job Satisfaction (X_3) -> Organizational Commitment (Z)	0.626	0.622	0.047	13.288	0
Organizational Commitment (Z) -> Employee Performance (Y)	0.52	0.523	0.059	8.833	0

Partial Effect Size (f^2)

Partial effect size is used to determine the magnitude of the influence of each independent variable on the dependent variable. Table 13 below presents the f^2 values for each independent variable on the dependent variable.

Table 13. Partial Effect Size

	Employee Performance (Y)	**Organizational Commitment (Z)**
Organizational Climate (X_2)	0.086	0.398
Occupational Safety and Health (X_1)	0.28	0.793
Job Satisfaction (X_3)	0.283	1.743
Organizational Commitment (Z)	0.494	

Based on the results presented in Table 13, organizational commitment is the variable with the greatest influence on employee performance compared with the other variables. The results also show that job satisfaction is the most influential variable affecting organizational commitment in the company.

Simultaneous Effect Size

If a study has fewer than two independent variables, the simultaneous effect on the dependent variable can be assessed using the R^2 value. However, if a study has two or more independent variables, the simultaneous effect can be assessed using the adjusted R^2 value. The R^2 and adjusted R^2 values in this study are presented below.

Table 14. R^2 and Adjusted R^2

	R²	***Adjusted R²***
Employee Performance (Y_2)	0.883	0.880
Organizational Commitment (Y_1)	0.785	0.782

The adjusted R^2 value for the employee performance variable is 0.88. This indicates that the endogenous model of employee performance has a high predictive power. In other words, employee performance has a simultaneous effect of 88%, which can be explained by occupational safety and health, job satisfaction, organizational climate, and organizational commitment, while the remaining 12% is influenced by other factors outside the model.

Meanwhile, the adjusted R^2 value for the organizational commitment variable is 0.785. This indicates that the endogenous model of organizational commitment also has a high predictive power. Organizational commitment has a simultaneous effect of 78.5%, which can be explained by occupational safety and health, job satisfaction, and organizational climate, while the remaining 21.5% is influenced by other factors outside the model.

Mediation Test

The mediation test was conducted to determine whether a relationship passing through a mediating variable can significantly function as a mediator in that relationship.

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

Table 15. Indirect Effects

	p values
Organizational Climate (X_2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.155
Occupational Safety and Health (X_1) -> Organizational Commitment (Z) -> Employee Performance (Y_2)	0.216
Job Satisfaction (X_3) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.325

Based on Table 15, the p-value of the indirect effect of organizational climate on employee performance mediated by organizational commitment is 0.155. Therefore, it can be concluded that organizational commitment does not significantly mediate the indirect effect of organizational climate on employee performance.

The p-value of the indirect effect of occupational safety and health on employee performance mediated by organizational commitment is 0.216. Thus, organizational commitment does not significantly mediate the indirect effect of occupational safety and health on employee performance. Therefore, better occupational safety and health practices in the company may directly affect employee performance without being mediated by organizational commitment.

Furthermore, the p-value of the indirect effect of job satisfaction on employee performance mediated by organizational commitment is 0.325. Since the p-value is greater than 0.05, organizational commitment does not significantly mediate the indirect effect of job satisfaction on employee performance. Therefore, higher job satisfaction in the company may directly affect employee performance without being mediated by organizational commitment.

CONCLUSION

Organizational commitment has a positive and significant effect on employee performance. Simultaneously, occupational safety and health, organizational climate, and job satisfaction influence employee performance by 88%. In addition, occupational safety and health, organizational climate, and job satisfaction simultaneously influence organizational commitment at PT BKU by 78.6%.

Occupational safety and health, organizational climate, and job satisfaction can influence employee performance without being mediated by organizational commitment. Occupational safety and health has a positive and significant effect on organizational commitment, indicating that the higher the level of occupational safety and health, the better the company's organizational commitment. Organizational climate also has a positive and significant effect on organizational commitment, meaning that a better organizational climate leads to stronger organizational commitment within the company. Furthermore, job satisfaction has a positive and significant effect on organizational commitment, indicating that higher job satisfaction leads to better organizational commitment within the company.

REFERENCES

[1.] Alberto, F., Sánchez, S., Isabel, G., Peláez, C., & Alís, J. C. (2017). Occupational Safety and Health in Construction: A Review of Applications and Trends. Industrial Health, 55, 210–218.
[2.] Al Zefeiti, S. M. B., & Mohamad, N. A. (2017). The Influence of Organizational Commitment on Omani Public Employees' Work Performance. International Review of Management and Marketing, 7(2), 151–160.
[3.] Ariani, D. W. (2015). Employee Satisfaction and Service Quality: Is There Relations? International Journal of Business Research and Management (IJBRM), 6(3), 33–44.
[4.] Berberoglu, A., & Secim, H. (2015). Organizational Commitment and Perceived Organizational Performance Among Health Care Professionals: Empirical Evidence from A Private Hospital in Northern Cyprus. Journal of Economics and Behavioral Studies, 7(1), 64–71.
[5.] Danish, R. Q., Draz, U., & Ali, H. Y. (2015). Impact of Organizational Climate on Job Satisfaction and Organizational Commitment in Education Sector of Pakistan. American Journal of Mobile Systems, Applications and Services, 1(2), 102–109.
[6.] Habib, Z. H. E. (2017). Data Kecelakaan Kerja di Indonesia Dianggap hanya Cuplikan Kecil. MerahPutih.Com. https://merahputih.com/post/read/data-kecelakaan-kerja-di-indonesia-dianggap-hanya-cuplikan-kecil
[7.] Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. The Millenium University Journal, 1(1).
[8.] Lubis, P. I., & Kusumanto, I. (2018). Penilaian Kinerja Karyawan Menggunakan Metode Key

Copyright © the Author

p-ISSN: 2581-2769; e-ISSN: 2598-9502
DOI: http://dx.doi.org/ 10.32493/JJDP.v9i3.58827

Performance Indicators (KPI). Jurnal Sains, Teknologi Dan Industri, 15(2), 37–45.

[9.] Mariana, & Hatane, S. E. (2015). Pengaruh Aktivitas Pemasaran terhadap Profitabilitas dan Nilai Perusahaan Perusahaan Makanan, Minuman, dan Rokok. Business Acounting Review, 3(2), 281–290.

[10.] Mojapelo, J., Mafini, C., & Dhurup, M. (2016). Employee Perceptions of Occupational Health and Safety Standards in the Steel Industry. International Journal of Social Sciences and Humanity Studies, 8(2), 106–121.

[11.] Polda Metro Jaya. (2016). Aksi Mogok Kerja karyawan PT. Baja Marga Kharisma Utama Jakut. http://tribratametro.com/2016/03/aksi-mogok-kerja-karyawan-pt-baja-marga-kharisma-utama-jakut/

[12.] Puspitawati, H., Herawati, T., & Sarma, M. (2018). Reliabilitas dan Validitas Indikator Ketahanan Keluarga di Indonesia (Reliability and Validity of Family Resilience Indicators in Indonesia). Kependudukan Indonesia, 13(1), 1–14.

[13.] Setiobudi, E. (2017). Analisis Sistem Penilaian Kinerja Karyawan Studi pada PT. Tridharma Kencana. Journal of Applied Business and Economics, 3(3), 170–182.

[14.] Syarif, K. (2019). Angka Kecelakaan Kerja Cenderung Meningkat, BPJS Ketenagakerjaan Bayar Santunan Rp1,2 Triliun. https://www.bpjsketenagakerjaan.go.id/berita/23322/Angka-Kecelakaan Kerja Cenderung-Meningkat,-BPJS-Ketenagakerjaan-Bayar-Santunan-Rp1,2-Triliun

[15.] Widianto, S. (2019). Kecelakaan Kerja 2018 Mencapai 173.105 Kasus. https://www.pikiran-rakyat.com/nasional/pr-01305451/kecelakaan-kerja-2018-mencapai-173105-kasus

[16.] Widodo. (2015). Pengaruh Iklim Organisasi dan Pelaksanaan Program K3 terhadap Produktivitas Kerja PT. Bormindo Nusantara. Jurnal Manajemen Bisnis Krisnadwipayana, 3(3).

Copyright © the Author