

## **THE EFFECT OF OCCUPATIONAL SAFETY AND HEALTH (OSH) ON EMPLOYEE PERFORMANCE**

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### **Abstract**

This literature study aims to analyze the impact of occupational safety and health (OSH) on employee performance through a systematic literature review (SLR) approach. A total of 20 scientific articles published between 2015 and 2025 were systematically selected using the PRISMA 2020 guidelines. The results of the study indicate that the implementation of OSH plays a significant role in improving employee productivity, efficiency, and work commitment. Aspects such as the use of personal protective equipment, safety training, a safe work culture, and management support have been proven to strengthen individual and organizational performance. Additionally, motivation and job satisfaction function as mediating variables that strengthen the relationship between OSH and work performance. Thus, the implementation of OSH not only prevents occupational accidents but also serves as an important managerial strategy in creating a productive, safe, and sustainable work environment.

**Keywords:** Occupational safety, occupational health, OSH, employee performance, systematic literature review

### **INTRODUCTION**

Employee performance is an important factor in determining organizational success. In a competitive global era, companies are required to ensure that each individual is able to contribute optimally through increased productivity, efficiency, and work quality (Hanifa et al., 2025). Various studies show that unsafe working conditions and neglected worker health can reduce productivity (Putra et al., 1970). Occupational safety and health factors have been proven to have a significant effect on performance with a correlation coefficient of 0.771.

Employee performance includes aspects of quality, quantity, timeliness, and reliability (Krisnawati & Damayanti, 2023). However, high work pressure and environmental risks can reduce performance (Segbenya & Yeboah, 2022); (Fanani & Budiono, 2025). In this context, the implementation of Occupational Safety and Health (OSH) becomes a strategic element in creating a safe and productive work environment (Sari et al., 2023).

Several literature studies show a significant influence between OSH and performance, as found by (Faizah et al., 2021) at PT PLN Pasuruan and (Andriyani Andriyani et al., 2025) at PT Taiyo Sinar Raya Teknik. However, other studies such as (Indra et al., 2023) found different results due to weak supervision and management commitment. Overall, the results of the review of 20 journals show that the implementation of OSH serves a dual purpose: as a tool for preventing occupational risks and as a strategy for improving performance (Kurniawati & Chairina, 2020) & (Fanani & Budiono, 2025).

Thus, this study underscores the importance of implementing OSH as a foundation for creating healthy, safe, and highly competitive human resources across various industrial sectors in Indonesia.

### **RESEARCH METHODS**

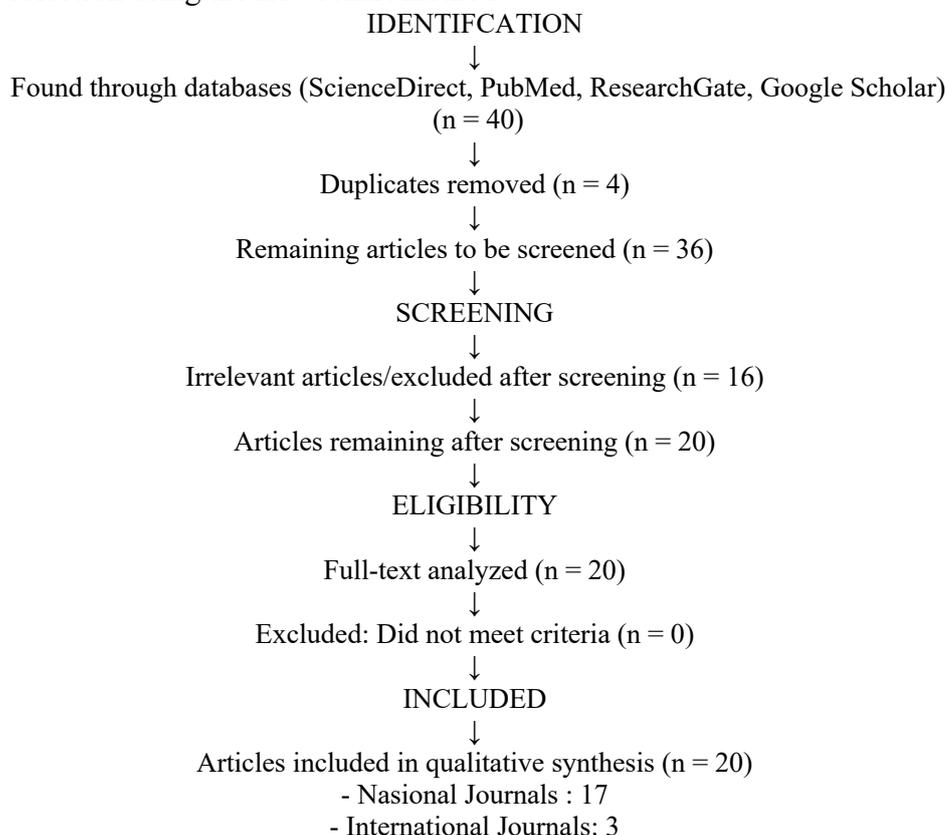
This literature study uses the systematic literature review (SLR) method with the topic "The Effect of Occupational Safety and Health (OSH) on Employee Performance." This

method was chosen because it allows researchers to examine, identify, and synthesize various relevant previous research results, thereby obtaining a more comprehensive understanding of the relationship between the implementation of OSH and improved employee performance in various industrial sectors.

The SLR approach was carried out systematically following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. PRISMA was used to ensure that the article selection process was transparent, measurable, and replicable. This procedure included the following four main stages:

1. Identification: Researchers searched for relevant scientific articles using the keywords "occupational safety," "occupational health," "employee performance," and "K3" through databases such as Google Scholar, Semantic Scholar, and ResearchGate. From this process, a number of potential articles related to the implementation of occupational safety and health on employee performance were obtained for further analysis.
2. Screening: The identified articles were then selected based on their titles and abstracts to ensure their suitability for the research topic. Articles that did not discuss the relationship between K3 and employee performance or did not meet the research relevance criteria were excluded from the list.
3. Eligibility: Researchers reviewed the full text of articles to ensure they met the inclusion criteria, namely:
  - a) the research subject is employees or workers,
  - b) empirically discusses the impact of occupational safety and health,
  - c) has results directly related to employee performance.
4. Inclusion: Articles that meet all criteria are included in the final analysis. Of the 40 initial articles, 20 were selected because they met the methodological aspects and relevance to the research topic.

Journal selection using the flowchart method:



These steps help ensure that only articles meeting the methodological criteria and relevant to the topic of OSH and employee performance are included in the analysis. This approach allows for a targeted analysis that focuses on the empirical aspects of the relationship between the implementation of K3 and improved employee performance, as shown in various previous studies, (Kurniawati & Chairina, 2020).

From the initial search process, 40 scientific articles were obtained. After undergoing screening and feasibility evaluation, 20 articles that met the criteria were selected and used as the basis for analysis in this literature review. These articles served as the primary sources for developing the theoretical and empirical synthesis regarding the influence of occupational safety and health on employee performance.

## RESEARCH RESULTS

This literature study used the Systematic Literature Review (SLR) method through a process of selecting and grouping articles based on their relevance to the research objectives. Each article obtained was analyzed and selected systematically according to the inclusion criteria described in the previous section.

The article search was conducted using the keywords occupational safety, occupational health, OSH, employee performance, and systematic literature review. The search process was carried out over three days, from October 1 to 4, 2025, using various scientific sources such as Google Scholar, Semantic Scholar, and other academic databases. From the search results, 20 articles were obtained that met the eligibility and relevance criteria for further analysis in this study.

*Table 1. Literature Review*

No	Title	Author/Year	Article Type	Method	Key Findings
1.	Pengaruh Keselamatan dan Kesehatan Kerja (K3) Terhadap Kinerja Karyawan Divisi Usaha Sarana Produksi Peternakan Koperasi Serba Usaha Tandangsari	(Indra et al., 2023) Nurhayat Indra, Fitriana Dewi Sumaryana, Muhtar Sahid Abdulloh	Empirical	Quantitative, descriptive- verificative, multiple linear regression	OHS does not have a significant effect on employee performance, either partially or simultaneously.
2.	Pengaruh Penerapan K3 Terhadap Kinerja Pegawai di PT. Taiyo Sinar Raya Teknik Bekasi	(Andriyani et al., 2025) Andriyani, Adriza, Hadi Mulyo Wibowo	Empirical	Quantitative, descriptive- verificative	The implementation of K3 has a positive and significant effect on employee performance (contribution of 64.1%).

No	Title	Author/Year	Article Type	Method	Key Findings
3.	Pengaruh K3 Terhadap Kinerja Karyawan	( <i>Dian Tri Febriana et al., (2025), t.t.</i> ) Dian Tri Febriana, Adhitya Chandra Setyawan, Nasrudin	Review	Systematic Literature Review (SLR)	K3 is important for a safe working environment; its impact on performance depends on organizational culture and motivation.
4.	Pengaruh Keselamatan dan Kesehatan Kerja Terhadap Kinerja Karyawan pada Kantor PT. PLN (Persero) UP Gondang Wetan Kabupaten Pasuruan	(Faizah et al., 2021) Aswin Faizah, Bambang Sutiko, Sri Hastari	Empirical	Quantitative, multiple linear regression	K3 has a significant positive effect on employee performance; contribution of 80.1%.
5.	Pengaruh Keselamatan dan Kesehatan Kerja (K3) terhadap Kinerja Pegawai Operasional di PT. KAI UPT division junction station III Palembang	(Hanifa et al., 2025) Riri Hanifa, Roli Saputra, Saudi Berlian, M. Shalahuddin, Kemas Welly AnggaPermana	Empirical	Quantitative	OHS has a significant positive effect on the performance of employees in the manufacturing industry.
6.	Pengaruh Keselamatan dan Kesehatan Kerja Terhadap Kinerja Karyawan Pada PT. Perkebunan Nusantara I PKS Pulau Tiga Aceh Tamiang	(H. Wulandari, 2020) Herizal, Wulandari	Empirical	Quantitative	K3 has a significant positive effect on employee productivity and work efficiency
7.	Pengaruh Keselamatan dan Kesehatan Kerja terhadap Kinerja Karyawan	(Sari et al., 2023) Chinta Yolanda, Lina Sinta Bela Sinambela, Rindu Utami,	Empirical	Quantitative	Good OSH implementation improves job satisfaction and productivity.

No	Title	Author/Year	Article Type	Method	Key Findings
		Silvia Ayustin, Alibta Wilona Claresta			
8.	Pengaruh Kesehatan dan Keselamatan Kerja (K3) dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Terminal Bahan Bakar Minyak (TBBM) PT. Pertamina (Persero) Pematangsiantar	(Putra et al., 2015) Kemas Ardian Putra K	Empirical	Quantitative	implementation of OSH increases productivity and reduces the rate of workplace accidents
9.	<i>The Influence of Occupational Safety and Health, Competence, and Perceived Organizational Support On The Performance of Production Employees</i>	(Farid et al., 2024) Salman Farid, Dudung Hadiwijaya, Priyo Susilo	Empirical	Quantitative	There is a significant positive influence implementation between the of OSH and employee performance.
10.	Pengaruh Keselamatan dan Kesehatan Kerja (K3) Terhadap Kinerja Karyawan: Narrative Literature Review	(Novitasari et al., 2023) Safina Deviputri, Yuniar Rahman, Masduki Asbari, Dewiana Novitasari	Review	Qualitative (narrative literature review)	OSH improves employee performance and protects human resources, but there are still many challenges in its implementation in Indonesia.
11.	Pengaruh Keselamatan dan Kesehatan Kerja terhadap Kinerja Karyawan PT. Mahagatra Sinr Karya	(Marganto et al., 2021) Ilham Anjas Marganto	Empirical	Quantitative, multiple linear regression	K3 has a significant positive effect on employee performance; a safe work environment increases productivity.

No	Title	Author/Year	Article Type	Method	Key Findings
12.	Pengaruh Keselamatan dan Kesehatan Kerja terhadap Kinerja Karyawan Pada PT. Karyabhakti Manunggal Cabang Pematangsiantar	(S. Wulandari et al., 2018) Septia Wulandari	Empirical	Quantitative, questionnaire and t-test	Occupational safety and health simultaneously have a significant effect on performance; personal protective equipment is the dominant factor.
13.	Kesehatan dan Keselamatan Kerja (K3) terhadap Kinerja Karyawan	(Hasanah, 2021) Titi Hasanah	Empirical	Descriptive quantitative	OSH has a significant effect on productivity; a safety culture strengthens individual performance.
14.	Pengaruh Keselamatan dan Kesehatan Kerja terhadap Kinerja Karyawan pada PT PLN (Persero) ULP Cengkareng	(Zakaria & Romdonih, 2024) Dedy Zakaria, Faisal Romdonih	Empirical	Multiple linear regression	K3 has a significant influence on performance with a contribution of 61.2%; a safe environment increases job satisfaction.
15.	Pengaruh Keselamatan dan Kesehatan Kerja terhadap Kinerja Karyawan di Klinik Pratama Rumah Zakat	(Krisnawati & Damayanti, 2023) Upik Krisnawati, Dila Damayanti	Empirical	Quantitative, F-test and t-test	Occupational safety and health have a significant positive effect on performance with an Adjusted R2 = 40.7%.
16.	<i>The Effect of Occupational Health and Safety on Employee Performance in the Ghanaian Construction Industry</i>	(Segbenya & Yeboah, 2022) Moses Segbenya, Esi Yeboah	Empirical	Quantitative, surveys and regression analysis	OHS has a direct impact on performance; safety training reinforces work discipline and productivity.
17.	Pengaruh Keselamatan dan Kesehatan Kerja terhadap	(Adi et al., 2024) I Nyoman Septia Adi, Nengah	Empirical	Quantitative, regression analysis	Occupational safety and health significantly affects performance;

No	Title	Author/Year	Article Type	Method	Key Findings
	Kinerja Pekerja Proyek Pembangunan Poliklinik Eksekutif dan Rehab RSUD Sanjiwani Gianyar	Riana, Putu Ariawan, Putu Budiarnaya, I Gusti Ngurah Alit Ari Prayoga			compliance with occupational safety procedures plays an important role.
18.	Pengaruh Keselamatan dan Kesehatan Kerja (K3) terhadap Kinerja Pekerja (Studi Kasus: Proyek RSU Islami Mutiara Bunda Brebes)	(Wildan fathul rizqi et al., (2025), t.t.) Wildan Fathul Rizqi, Wahudin Diantoro, Toto Mulyono	Empirical	Explanatory quantitative	OHS has a positive and significant impact on performance with a t-value < 0.05; work discipline improves with the implementation of OHS.
19.	Pengaruh Penerapan Keselamatan dan Kesehatan Kerja (K3) terhadap Kinerja Karyawan	(Fanani & Budiono, 2025) Moch Nizar Fanani, Nugrahadi Dwi Pasca Budiono	Empirical	Cross-sectional, simple linear regression	The implementation of OSH has a positive effect on employee performance (R <sup>2</sup> =24.1%); routine supervision increases the effectiveness of implementation.
20.	<i>The Influence of Occupational Safety and Healthy to Performance of PT. Villiger Tobacco in Indonesia</i>	(Kurniawati & Chairina, 2020) Dewi Kurniawati, Raden Roro Lia Chairina, Indah Tria Ningsih	Empiris	Descriptive quantitative	Good OSH implementation improves performance and reduces workplace accidents;supervision is a key supporting factor.

In general, the synthesis results show that the implementation of occupational safety and health (OSH) has a significant and positive effect on improving employee performance in various job sectors. The main factors that drive this improvement in performance include the implementation of safety procedures, the use of personal protective equipment (PPE), and the creation of a safe and comfortable working environment. In addition, occupational health aspects such as routine check-ups and the application of ergonomic principles also contribute significantly to employee work efficiency and effectiveness. However, the success rate of OSH implementation is still influenced by organizational commitment, management support, and worker compliance with safety policies. Therefore, a participatory and sustainable managerial approach through awareness raising, training, and consistent monitoring is recommended as an effective strategy to optimize OSH implementation and overall employee performance.

## **DISCUSSION**

### **Relationship between Occupational Safety and Health (OSH) and Employee Performance**

Based on a review of twenty articles, Occupational Safety and Health (OSH) has been proven to have a significant and positive relationship with improved employee performance. Research conducted by (Zakaria & Romdonih, 2024) shows that comprehensive OSH management has an impact on improving employee performance at PT PLN (Persero) Cengkareng Unit, where a safe work environment encourages motivation and productivity. Similar findings were reported by (Krisnawati & Damayanti, 2023), who stated that OSH has a positive effect on performance with a contribution of 40.7%.

Research by (Marganto et al., 2021) revealed that the consistent implementation of safety procedures and the use of personal protective equipment (PPE) can reduce occupational risks and improve employee performance. Meanwhile, (Segbenya & Yeboah, 2022) found that systematic safety programs can improve project efficiency and reduce employee turnover rates.

Several other studies, such as (Hasanah, 2021) and (S. Wulandari dkk., 2018), confirm that the relationship between OSH and performance is also mediated by psychological factors such as employee satisfaction and engagement. Additionally, (Fanani & Budiono, 2025) highlight that regular training, safety audits, and ergonomic work facilities strengthen the positive relationship between OSH and performance. Overall, organizations committed to OSH are able to create a positive work culture, reduce stress, and improve operational efficiency.

### **Factors Affecting Employee Performance in OSH**

From a review of twenty articles, several factors were found to influence the effectiveness of OSH implementation on employee performance. Employee awareness and discipline are dominant aspects in OSH success. (Hasanah, 2021) and (*Wildan fathul rizqi et al., (2025), t.t.*) show that discipline in the use of Personal Protective Equipment (PPE) and compliance with safety procedures have an impact on increasing productivity and reducing work accidents.

In addition, safety training also plays an important role. (Zakaria & Romdonih, 2024) emphasize that continuous training improves employee competence, efficiency, and accuracy. Organizational support and commitment also strengthen OSH implementation, especially when supported by a safe and ergonomic work environment, as stated by (Adi et al., 2024).

Routine monitoring and evaluation systems have also been proven to strengthen the sustainability of OSH programs within organizations. In general, a combination of individual awareness, training, management support, and a healthy work environment forms the main foundation for improving employee performance.

### **The Role of Organizations and Policies in Supporting Occupational Safety and Health (OSH) for Employee Performance**

Based on a review of twenty articles, the role of organizations and internal policies has a significant influence on the successful implementation of OSH. Research conducted by (Zakaria & Romdonih, 2024) shows that direct involvement of leaders in OSH programs, such as routine supervision and safety training, has a significant impact on work discipline and effectiveness. This is in line with the findings of (Krisnawati & Damayanti, 2023), who state that safety facilities and routine supervision can reduce accident rates by up to 30%.

Additionally, research by (Fanani & Budiono, 2025) and (Hanifa et al., 2025) shows that OSH management systems based on internal policies and audits produce more stable and measurable performance. Organizations that consistently implement safe work procedures and regular safety evaluations have low absenteeism rates and high productivity. Therefore,

integrating OSH policies into the organizational management system is not only a normative obligation but also an important managerial strategy to improve performance, safety, and employee trust in the company.

According to researchers, the implementation of occupational safety and health (OSH) plays an important role in improving employee performance. A safe working environment, the use of personal protective equipment, and management support have been proven to boost worker motivation and productivity. In addition, awareness, safety training, and consistent organizational policies contribute to a more disciplined and efficient work culture.

Thus, it can be assumed that the success of OSH implementation is not only determined by individual behavior, but also by the organization's commitment to creating healthy and safe working conditions. Although the results of the study show a strong positive relationship, differences in context and methods between studies indicate the need for further research to deepen understanding of the influence of OSH on performance in various sectors.

## CONCLUSION

Based on the analysis of 20 articles reviewed, it can be concluded that the implementation of Occupational Safety and Health (OSH) has a positive and significant effect on employee performance in various sectors, including industry, construction, health, and public services. Optimal OSH implementation-through the use of personal protective equipment (PPE), safety training, routine supervision, and occupational health policies-has been proven to enhance employee productivity, discipline, and job satisfaction, while reducing accident rates and absenteeism.

Management support and a work culture that prioritizes safety are key factors in the successful implementation of OSH. Therefore, the higher an organization's commitment to implementing OSH, the better the resulting employee performance. OSH is not merely an administrative obligation but an important managerial strategy for creating productive, healthy, and competitive human resources.

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