Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

Employee Performance Analysis at the Environmental Agency: The Role of Occupational Health and Safety (OHS), Work Environment, and Workload

Andi Pawata[1*], Samsudin[2], Shoalihin[3]

[1] Manajemen, Sekolah Tinggi Ilmu Ekonomi Yapis, Dompu, Indonesia
[2] Akuntansi, Sekolah Tinggi Ilmu Ekonomi Yapis, Dompu, Indonesia
[3] Manajemen, Sekolah Tinggi Ilmu Ekonomi Yapis, Dompu, Indonesia

Abstract

Employee performance in agencies with high field risks is highly dependent on adequate operational protection. This study aims to investigate the impact of Occupational Health and Safety (OHS), work environment, and workload on employee performance at the Environmental Agency of Dompu Regency. The primary issue is the persistent occurrence of workplace accidents and fatigue despite the provision of basic protective facilities. Research question: How do OHS, work environment, and workload empirically affect employee performance at the Environmental Agency of Dompu Regency? The novelty of this study lies in the simultaneous integration of these three determinant factors within the operational context of field workers facing extreme risks in the local government sector. This quantitative research employed a saturated sampling technique, utilizing the entire population of 109 employees as the sample. Primary data were collected using a Likert-scale questionnaire and analyzed using Multiple Linear Regression with the assistance of SPSS software. The empirical findings demonstrate that OHS, work environment, and workload exert a positive and significant impact on employee performance, both partially and simultaneously. In conclusion, ensuring safety guarantees, cultivating a conducive work environment, and allocating a fair proportion of tasks serve as crucial pillars for preventing fatigue and enhancing performance. The implication is that the agency must continuously evaluate and strengthen safety regulations as well as the distribution of daily operational tasks.

Article Information

Correspondence:
Andi Pawata
andipawata16@gmail.com

Keywords:
Employee Performance; Occupational Health and Safety; Work Environment; Workload; Environmental Agency

DOI:
https://doi.org/10.69666/yfnqv062

INTRODUCTION

In the era of globalization that demands efficiency, every government and private organization is required to optimize human resources (HR) to produce high-quality public services or goods. The quality of these services relies heavily on employee performance (Saptaria et al., 2021; Mahmud, 2024; Firmansyah et al., 2026). Performance is not merely the result or achievement of work, but encompasses how the work process unfolds and the extent

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

to which the organization's goals, vision, and mission can be realized (Aritonang et al., 2022; Putri et al., 2025; Ningsih et al., 2025; Mahmud et al., 2025). As the driving force of an organization, employees can achieve optimal performance when supported by proper management of internal and external factors (Nurhalimah et al., 2024). Referring to organizational behavior studies (Robbins & Judge, 2022), fluctuations in employee performance are significantly influenced by task demand variables and the physical conditions of the workplace. Therefore, guaranteeing Occupational Health and Safety (OHS) protection, cultivating a conducive work environment design, and balancing the workload serve as crucial determinant pillars to prevent burnout and maintain the stability of employee performance.

Occupational Health and Safety (OHS) is a preventive program designed to protect the physical, mental, and emotional well-being of workers by minimizing the risks of occupational accidents and diseases (Widodo et al., 2023). The implementation of OHS in Indonesia still faces challenges; data from the International Labour Organization (ILO) indicates that Indonesia's OHS ranking remains relatively low, even though worker protection is explicitly mandated in the Manpower Act No. 13 of 2003, Article 86, paragraph (1) (Indonesia, 2003). The effective implementation of OHS has been proven to directly correlate with increased efficiency and operational smoothness (Aisah et al., 2025; Lestari et al., 2025; Nurhayati et al., 2026).

Besides OHS, the work environment and workload serve as supporting prerequisites for productivity. A conducive work environment prevents employees from experiencing mental fatigue, stress, and decreased concentration (Parashakti & Putriawati, 2020). Meanwhile, managing workloads—both physical and mental—ensures that the proportion of assigned tasks is commensurate with the employees' capacities, thereby preventing the accumulation of tasks on one side and excessively light workloads on the other (Adhisty et al., 2023). The fulfillment of these three factors is highly urgent, especially in agencies with high risks associated with field work.

The investigative context of this study focuses on the Environmental Agency of Dompu Regency. This agency has 109 employees distributed across various high-risk divisions, such as sanitation and solid waste, landscaping and Green Open Space (RTH) management, as well as environmental protection. The characteristics of their work involve activities on the highway, the operation of park electrical installations, and tree pruning, which trigger high risk exposure concerning physical safety. Based on preliminary observations and an interview with the Head of the Sanitation and Solid Waste Division, the agency has regulated the implementation of OHS standards by providing Personal Protective Equipment (PPE) such as gloves, boots, masks, and health insurance protection through individual BPJS.

However, literature and field realities indicate a gap. Even though OHS facilities have been provided and working hours regulated (08:00 - 12:00 WITA), workplace accidents still occur, such as employees being struck by vehicles while collecting garbage on the highway. This indicates that the availability of OHS facilities does not fully guarantee the creation of a safe work environment if it is not evaluated alongside physical environmental pressures and workloads in the field. Extreme environmental conditions and heavy workloads have the potential to trigger fatigue, reduce alertness, and ultimately degrade employee performance.

Based on the gap between workplace protection theories and the risk phenomena still occurring in the field, this study aims to empirically investigate the impact of occupational health and safety (OHS), work environment, and workload on employee performance at the Environmental Agency of Dompu Regency. The results of this study are expected to provide a theoretical framework and managerial recommendations for relevant agencies in formulating operational policies that are safer, more comfortable, and oriented towards the sustainable improvement of HR performance.

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

Occupational Health and Safety (OHS)

Occupational Health and Safety (OHS) is a holistic approach designed to ensure the physical, mental, and social well-being of workers, in line with the standards of the World Health Organization (WHO). The optimal implementation of OHS systematically integrates risk identification, evaluation, and control to eliminate potential accidents and physical injuries in the work environment (Sulistyan et al., 2022). The successful management of OHS not only provides maximum protection for human assets but also serves as a strategic stimulus in reducing absenteeism rates and boosting operational efficiency (Khoerunnisa & Kadarmanta, 2025). In operational dynamics, when an organization is capable of facilitating a safe working condition that is protected from physical and mental disturbances, the internal motivation of employees will increase, thereby fostering job satisfaction (Pranogyo et al., 2023; Kanaf et al., 2025). Conversely, failure to mitigate risks has the potential to trigger workplace accidents that harm employees personally, as well as degrade the organization's financial stability and reputation due to escalating compensation costs.

To measure the effectiveness of OHS implementation within the organizational environment, this study adopts the indicators proposed by Mangkunegara (2017). The first indicator is the *workplace*, which refers to the geographic location of operations that meets proper standards, features a safe layout, and is free from environmental hazards that threaten safety. The second indicator is *machinery and equipment*, encompassing operational instruments ranging from heavy machinery to light facilities, with an emphasis on the aspects of standardization, periodic maintenance, and mechanical safety. The third indicator is the *state and condition of employees*, which represents the comprehensive status of the workers, including physical dimensions, emotional stability, and social readiness in adapting to task demands, as well as their compliance with occupational safety procedures.

Work Environment

The work environment encompasses the entirety of the physical and non-physical conditions, materials, and external stimuli that influence an individual's performance and psychological experience within an organization (Robbins & Judge, 2022). Safe and comfortable environmental conditions contribute significantly to maintaining employees' emotional stability, minimizing fatigue, and optimizing work enthusiasm, whereas inappropriate environmental design has been proven to demand greater energy exertion and reduce efficiency (Nabawi, 2019; Wahyuni & Budiono, 2022). The optimization of this work environment yields substantive benefits in the form of increased productivity and the accelerated achievement of work performance. When employees are placed in a supportive environment with highly motivated colleagues and leaders, tasks can be completed with precision in accordance with deadlines and quality standards (Wibowo & Utomo, 2016). These conducive conditions also trigger high self-monitoring among employees, thereby minimizing the need for strict supervision and building solid loyalty to the organization.

The measurement of this variable is based on the physical and non-physical work environment indicators proposed by (Vernando, 2023) and supported by (Nabawi, 2019). The *physical work environment* dimension includes a conducive environment (comfortable air temperature, oxygen circulation, lighting, and noise reduction), the availability of complete and ergonomic office equipment, as well as the security of facilities from potential external hazards. Meanwhile, the *non-physical work environment* dimension encompasses the leader's attention and support for employee performance, synergistic intergroup collaboration, smooth and open

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

vertical and horizontal communication, harmonious interpersonal relationships, opportunities for advancement for high-achieving employees, and job security that protects employees' personal rights and private belongings in the workplace.

Workload

Workload represents the accumulation of tasks, responsibilities, activity volume, and managerial demands assigned to employees to be completed within a specific timeframe. This dimension is not limited solely to the physical quantity of tasks but also encompasses cognitive complexity, the urgency of completion time, and the accompanying psychosocial pressure (Polakitang et al., 2019). The phenomenon of an excessive and disproportionate workload will transform into a chronic stressor that triggers both physical and mental fatigue (*burnout*), thereby significantly acting as a determinant that degrades employee performance and achievements. The manifestation of this workload is heavily influenced by the dynamic interaction between internal factors, such as somatic aspects (age, health condition) and psychological aspects (motivation, perception), and external factors, which include task characteristics, work organization systems (duration of working hours, shifts), and macro work environment conditions (Nabawi, 2019).

To measure the level of workload experienced by employees, the indicators adopted in this study are derived from the theory of (Izzati & Mulyana, 2019). The first indicator is *targets to be achieved*, which is the individual's subjective perspective regarding the volume, quantity, and magnitude of work outcome standards that must be completed within a specific time limit, such as design, printing, or final completion targets. The second indicator is *working conditions*, taking the form of the employee's assessment of the physical and situational characteristics of their tasks, including the demands for rapid decision-making, readiness to face technical machine breakdowns, and the ability to handle unexpected events outside of normative working hours. The third indicator is *work standards*, which reflects the individual's impressions, emotional responses, and feelings regarding the feasibility, fairness, and suitability between the operational workload and the allocated time and actual abilities they possess.

Employee Performance

Employee performance constitutes the actual work results, both in quality and quantity, successfully actualized by an employee or a group in carrying out their official duties in accordance with their authority and responsibilities to achieve organizational goals (Mangkunegara, 2017). This performance reflects the effectiveness of the implementation of all strategic plans, where its success relies heavily on the competence, motivation, and alignment of human resource interests regulated within the corridors of legality and applicable ethical norms (Kanaf et al., 2025). The achievement of such maximum performance is influenced by a combination of ability factors—which integrate innate intellectual potential with knowledge and technical skills—and motivation factors. Employees' positive attitudes toward their work situations, including the quality of interpersonal relationships, the adequacy of facilities, and leadership patterns, will reflect the totality of employee behavior and serve as an absolute prerequisite for realizing superior performance (Nurhalimah et al., 2024).

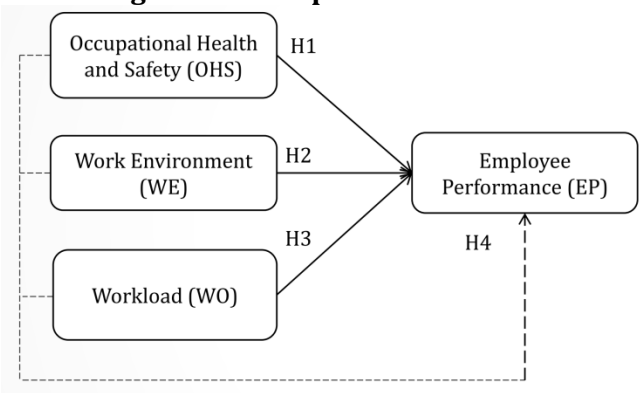
The evaluation of the success of employee performance in this study is measured using operational indicators adopted from the theory of (Na-Nan et al., 2018). The first indicator encompasses *task performance*, which refers to the technical proficiency and accuracy level of employees in completing their primary responsibilities, including the achievement of quality

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

and quantity standards for operational work outcomes. The second indicator is *contextual performance*, which measures proactive behavior, the level of discipline regarding regulations, and the voluntary initiative of employees in supporting the social work environment, including taking well-targeted actions without having to constantly wait for instructions from superiors. The third indicator is *adaptive performance*, which assesses the flexibility, meticulousness, and independent capability of employees in adapting to changes in work procedures, operational technology updates, and the demands of unexpected situations to ensure that the resulting quality remains aligned with organizational goals.

Figure 1: Conceptual Framework



Source: Author (2026)

H1: *Occupational Health and Safety (OHS) has a partial effect on employee performance.*
H2: *Work environment has a partial effect on employee performance.*
H3: *Workload has a partial effect on employee performance.*
H4: *Occupational Health and Safety (OHS), work environment, and workload simultaneously affect employee performance at the Environmental Agency of Dompu Regency.*

METHODS

This quantitative research with a causal design aims to test the hypotheses regarding the impact of Occupational Health and Safety (OHS), work environment, and workload on employee performance, grounded in the philosophy of positivism (Sugiyono, 2019). The research population encompasses all employees of the Environmental Agency of Dompu Regency, totaling 109 individuals (comprising 34 civil servants and 75 contract workers). Given the limited population size, this study applied a saturated sampling technique (census). According to Sugiyono (2019) saturated sampling involves utilizing all members of the population as the sample; therefore, all 109 employees were simultaneously designated as the unit of analysis to ensure maximum data representation.

Primary data collection was initiated with field observations and in-depth interviews, followed by the distribution of closed-ended questionnaires containing a set of written statements for the respondents. To precisely quantify the responses, the questionnaire employed a 5-point Likert scale. The utilization of this scale refers to Sugiyono (2019), which states that the Likert scale functions to measure individuals' attitudes and perceptions concerning social phenomena by converting each response option into a numerical score weight so that it can be processed through statistical analysis.

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

Table 1. Operational Definitions and Variable Indicators

Variable	Indicators	Source
Occupational Health and Safety (OHS) (X1)	Workplace Machinery and Equipment State and Condition of Employees	(Mangkunegara, 2017)
Work Environment (X2)	Physical Work Environment Non-physical Work Environment	(Nabawi, 2019)
Workload (X3)	Targets to be Achieved Working Conditions Work Standards	(Izzati & Mulyana, 2019)
Employee Performance (Y)	Task Performance Contextual Performance Adaptive Performance	(Na-Nan et al., 2018)

Source: Various Previous Studies (2026)

To measure the effect of OHS, work environment, and workload on employee performance, this study employed Multiple Linear Regression Analysis assisted by SPSS software. Based on Ghozali (2018) and Sugiyono (2019), the analytical process was conducted systematically through three stages: instrument testing, which specifically analyzed each question item in the questionnaire rather than at the indicator level, to ensure the validity and consistency of the measuring instrument; classical assumption testing to guarantee that the model is free from bias (Best Linear Unbiased Estimator); and hypothesis testing to demonstrate the significance of the independent variables' contributions to the dependent variable. The mathematical formulation of this analysis is as follows: $Y = \alpha + \beta_1 X1 + \beta_2 X2 + \beta_3 X3 + e$.

RESULTS AND DISCUSSION

Analysis Results

This research focused on the Environmental Agency of Dompu Regency, which oversees 109 employees (comprising 34 civil servants and 75 contract workers) characterized by high-risk field operations. The high threat of physical hazards and the intensity of the workload that continue to trigger workplace accidents, despite the implementation of standard OHS protective facilities, make this agency a highly relevant subject for evaluating the roles of OHS, work environment, and workload on employee performance. To complement this analysis, the study applied a saturated sampling technique, involving the entire employee population as respondents. Demographically, the respondents were dominated by male employees (68.81%), situated in the productive age range of 31–49 years (49.54%), possessing a Bachelor's degree educational background (86.24%), and having a length of service between 6 and 10 years (55.96%).

Table 2. Sample Demographic Statistics

Characteristics	**Category**	**Frequency (n)**	**(%)**
Gender	Male	75	68.81
	Female	34	31.19
Age	20 – 30 Years	45	41.28
	31 – 49 Years	54	49.54
	> 50 Years	10	9.17
Education	High School Equivalent	9	8.26

Intensi: Jurnal Riset Manajemen
E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

	Diploma (D3)	2	1.83
	Bachelor's Degree (S1)	94	86.24
	Master's Degree (S2)	4	3.67
Length of Service	< 2 Years	11	10.09
	2 – 5 Years	21	19.27
	6 – 10 Years	61	55.96
	> 10 Years	12	11.01
Total		109	100%

Source: Researcher (2026)

Table 3. Validity Test Results

Variable	Code	Questionnaire Item	r-count	r-table	Decision
Occupational Health and Safety (OHS) (X1)	X1.1	My operational workplace and location have a safe layout/space for activities.	0.758	0.188	Valid
	X1.2	My work area is proper and free from potential proper and free from potential environmental hazards that threaten safety	0.718		
	X1.3	Machines, operational vehicles, or work equipment always receive routine maintenance/care.	0.714		
	X1.4	Personal Protective Equipment (PPE) and occupational safety facilities provided are in accordance with safety standards.	0.710		
	X1.5	I always comply with the occupational safety Standard Operating Procedures (SOP) established by the agency.	0.737		
	X1.6	The agency pays attention to my physical condition and emotional stability to prevent excessive work-related fatigue.	0.732		
Work Environment (X2)	X2.1	The physical conditions of the workplace (such as air temperature and lighting) highly support my comfort.	0.850	0.188	Valid
	X2.2	The availability of work equipment in this agency is complete and adequate to support my tasks.	0.875		
	X2.3	The physical environment where I work provides a sense of security from potential disturbances or hazards.	0.794		
	X2.4	The leadership always provides support, guidance, and attention to the execution of my tasks.	0.886		
	X2.5	There is good teamwork and smooth communication among colleagues at the Environmental Agency.	0.838		
	X2.6	I feel there is job security and harmonious relationships in the workplace.	0.807		
Workload (X3)	X3.1	I have a volume and quantity of work targets that must be completed every day.	0.802	0.188	Valid
	X3.2	I am required to complete operational work according to strict deadlines.	0.790		
	X3.3	The characteristics of my work often require quick and accurate decision-making in the field.	0.753		

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

	X3.4	I must always be prepared to face technical constraints or unexpected incidents while working.	0.772		
	X3.5	The proportion of tasks assigned to me feels fair and in accordance with my physical/mental capacity.	0.717		
	X3.6	The allocated working hours are appropriate for the operational workload I must complete.	0.764		
	Y1	I am able to complete my primary responsibilities in accordance with the quality standards set by the Environmental Agency.	0.646		
	Y2	The quantity of my work achievements always meets or exceeds organizational targets.	0.664		
	Y3	I possess a good level of accuracy and technical proficiency in completing my work.	0.662		
	Y4	I have a high level of discipline regarding all agency regulations and working hours.	0.715		
Employee Performance (Y)	Y5	I have the voluntary initiative to take action without always having to wait for instructions from superiors.	0.653	0.188	Valid
	Y6	I am proactive in helping colleagues if they encounter difficulties, ensuring operational smoothness.	0.617		
	Y7	I am able to adapt quickly to policy changes or updates in work procedures.	0.662		
	Y8	I can work independently and flexibly when adjusting to unexpected field situations.	0.613		

Source: Primary Data processed by SPSS (2026)

Based on Table 3, all statement items measuring the variables of Occupational Health and Safety (OHS), Work Environment, Workload, and Employee Performance were declared valid, as each item consistently demonstrated an r-count value greater than the r-table value (0.188). The fulfillment of the validity criteria across all questionnaire items indicates that the instrument accurately measures the investigated phenomena, aligning with the instrument testing procedures proposed by Ghozali (2018) and Sugiyono (2019) These procedures emphasize the importance of item-level testing to ensure the appropriateness and consistency of the measurement tool prior to proceeding with further analytical stages.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	N of item	Cronbach's Alpha Threshold	Decision
Occupational Health and Safety (OHS)	0.819	6	0.60	Reliable
Work Environment	0.913	6	0.60	Reliable
Workload	0.857	6	0.60	Reliable
Employee Performance	0.799	8	0.60	Reliable

Source: Primary Data processed by SPSS (2026)

Based on Table 4, all variables were declared reliable because their Cronbach's Alpha values exceeded the minimum threshold of 0.60. This demonstrates that the questionnaire is highly consistent, stable, and reliable as a measurement instrument in this study.

Table 5. Normality Test Results

	Unstandardized Residual	Alpha

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

N	109	0.05
Asymp. Sig. (2-tailed)	0.571	

Source: Primary Data processed by SPSS (2026)

Furthermore, as shown in Table 5, the residual data was declared to be normally distributed because its significance value (0.571) exceeded the alpha threshold of 0.05. Theoretically, referring to (Ghozali, 2018) and (Sugiyono, 2019), satisfying this normality test is a mandatory step in classical assumption testing to guarantee that the employed regression model is free from bias (*Best Linear Unbiased Estimator*). The fulfillment of this condition confirms that the constructed statistical model is valid and appropriate to proceed to the hypothesis testing stage.

Table 6. Multicollinearity Test Results

Model	Tolerance	VIF
Occupational Health and Safety (OHS)	0.920	1.086
Work Environment	0.921	1.086
Workload	0.983	1.017

Source: Primary Data processed by SPSS (2026)

Based on Table 6, the multicollinearity test results indicate that all independent variables possess a *Tolerance* value greater than 0.10 and a *Variance Inflation Factor* (VIF) value well below the maximum threshold of 10. According to Ghozali (2018) and Sugiyono (2019), satisfying this classical assumption test proves that there is no strong correlation among the independent variables within the regression model. Consequently, the model is guaranteed to be free from bias (*Best Linear Unbiased Estimator*) and is deemed appropriate for subsequent analytical stages.

Table 7. Heteroscedasticity Test Results

Variable	Significance	Alpha	Decision
Occupational Health and Safety (OHS)	0.753	0.05	No heteroscedasticity
Work Environment	0.414	0.05	No heteroscedasticity
Workload	0.172	0.05	No heteroscedasticity

Source: Primary Data processed by SPSS (2026)

Based on Table 7, the regression model is declared free from heteroscedasticity symptoms because all independent variables exhibit a significance value above the 0.05 alpha threshold. Theoretically, referring to Ghozali (2018) and Sugiyono (2019), fulfilling this stage of the classical assumption test is crucial to ensure that the residual variance remains constant, thereby guaranteeing that the model is free from bias (*Best Linear Unbiased Estimator*). With this prerequisite fulfilled, the statistical model is confirmed to be valid and appropriate to proceed to the hypothesis testing stage.

Table 8. Multiple Regression Test Results

Variable	B	Alpha	t-count	Sig. t
(Constant)	9.154			
Occupational Health and Safety (OHS)	0.222	0.05	2.066	0.041
Work Environment	0.333	0.05	3.240	0.002
Workload	0.470	0.05	4.257	0.000

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

Additional Information: Dependent Variable = Employee Performance F-count = 14.430 F-table= 3.08 t-table= 1.658 Sig. F = 0.000 R-squared= 0.292

Source: Primary Data processed by SPSS (2026)

Based on Table 8, the variables of Occupational Health and Safety (OHS), Work Environment, and Workload are proven to have a positive and significant effect on Employee Performance, both partially and simultaneously. Through the formulated regression model, these three factors collectively contribute 29.2% to employee performance, while the remaining 70.8% is influenced by other factors outside the scope of this study.

Table 9. Coefficient of Determination (R^2) Test Results

Model	Percentage	Interpretation
Coefficient of Determination Value (R^2)	0.292	
Effect of Independent Variables (Simultaneous)	29.2%	The independent variables simultaneously affect employee performance.
Effect of Other Variables (Epsilon)	70.8%	Employee performance is influenced by other factors outside of this research model.

Source: Primary Data processed by SPSS (2026)

Based on Table 9, the coefficient of determination (R^2) test yielded a value of 0.292. This figure indicates that the combination of all independent variables simultaneously contributes 29.2% to Employee Performance. Meanwhile, the remaining majority, which is 70.8%, indicates that employee performance is influenced by other variables or factors (epsilon) outside the scope of this research model.

Table 10. F-Test (Simultaneous Test) Results

Test Model	F-count	F-table	Sig. Value
Simultaneous Effect	14.430	3.08	0.000

Source: Primary Data processed by SPSS (2026)

The results indicate that all independent variables simultaneously have a significant effect on the dependent variable (employee performance). This is evidenced by the F-count (14.430) being greater than the F-table (3.08), and a significance value (0.000) that is less than the 0.05 threshold

Table 11. t-Test (Partial Test) Results

Independent Variable	t-count	t-table	Sig. Value
Occupational Health and Safety (OHS)	2.066	1.658	0.041
Work Environment	3.240	1.658	0.002
Workload	4.257	1.658	0.000

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

Source: Primary Data processed by SPSS (2026)

Based on the hypothesis testing, the three independent variables are proven to have a significant effect on Employee Performance, both simultaneously and partially. Simultaneously (F-test), this is evidenced by an F-count value of 14.430, which is greater than the F-table (3.08) with a significance level of 0.000. Furthermore, partially (t-test), the three independent variables also individually have a positive and significant effect, as each obtained a t-count value exceeding the t-table (1.658) and a significance value below the 0.05 alpha standard. Among them, Workload emerged as the variable with the most dominant effect (t-count 4.257), followed by Work Environment (3.240), and OHS (2.066).

Discussion

The Effect of Occupational Health and Safety (OHS) on Employee Performance (H1)

The results of the first hypothesis testing (H1) prove that Occupational Health and Safety (OHS) has a positive and significant partial effect on the performance of employees at the Environmental Agency of Dompu Regency. This is based on obtaining a t-count value of 2.066, which successfully exceeded the t-table threshold (1.658), accompanied by a significance level of 0.041, which is below the 0.05 alpha standard. These findings reinforce the theoretical foundation of organizational behavior proposed by (Robbins & Judge, 2022), which asserts that both the stability and fluctuation of performance rely heavily on how the agency facilitates and manages the physical conditions of its employees' work environment. In line with the indicators proposed by Mangkunegara (2017), performance effectiveness can only be established when the agency is capable of guaranteeing the adequacy of the workplace layout, the standardization of machinery and equipment, and the maintenance of the physical and emotional conditions of its employees. In the practical context at the Environmental Agency of Dompu Regency, their operational dynamics are dominated by high-risk activities ranging from transporting waste on public roads to landscaping operations. The presence of OHS guarantees, both through the provision of comprehensive Personal Protective Equipment (PPE) and BPJS health insurance, functions as a crucial psychological shield. When anxiety regarding the threat of fatal accidents or occupational diseases is successfully reduced by an adequate OHS system, employees can channel their entire focus and technical proficiency to execute their workload accurately and punctually.

The significance of these findings is further bolstered by consistent empirical evidence from various prior literature, where the optimization of OHS programs has been proven to correlate directly with increased motivation, operational efficiency, and job satisfaction (Aisah et al., 2025; Lestari et al., 2025; Nurhayati et al., 2026; Pranogyo et al., 2023; Kanaf et al., 2025). If the agency consistently conducts risk mitigation, such as inspecting the roadworthiness of the waste transport truck fleet or landscaping operational machinery, employees will not only avoid physical injuries but also steer clear of stress and mental fatigue (*burnout*). Even though the background observation highlighted the persisting occurrences of field accidents within this agency, the regression evidence in this study serves as absolute proof that any improvement or escalation in OHS quality, no matter how small, will always be directly proportional to an increase in employee performance. This serves as a crucial justification that OHS protection should not merely be considered a mandatory compliance with labor laws, but rather as a proactive managerial strategic instrument that secures human resource assets to drive the sustainable achievement of the organization's vision and operational efficiency.

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

The Effect of Work Environment on Employee Performance (H2)

The results of the second hypothesis testing (H2) indicate that the Work Environment has a positive and significant partial effect on the performance of employees at the Environmental Agency of Dompu Regency. This is evidenced by a t-count value of 3.240, which exceeds the t-table (1.658), and a significance level of 0.002 (< 0.05). These findings are highly consistent with the grand theory of organizational behavior by Robbins & Judge (2022), which states that physical, non-physical, material conditions, and external stimuli strongly influence an individual's performance and psychological experience within an organization. Considering that the agency's employees frequently face extreme field conditions, creating a physical environment safe from potential hazards, combined with a non-physical environment supported by open communication and job security guarantees, serves as the primary key to maintaining their emotional stability.

Furthermore, the significant effect of this work environment reinforces the indicators from Nabawi (2019) and various prior empirical findings, which assert that safe and supportive environmental conditions contribute to minimizing fatigue and optimizing work enthusiasm. When employees feel they receive supportive guidance from leadership and have synergistic colleagues, they will develop high self-monitoring to complete targets with precision in accordance with deadlines. These findings confirm the research by Parashakti & Putriawati (2020) and Wibowo & Utomo (2016), in which a conducive work environment was proven to be a crucial prerequisite for preventing stress, thereby allowing employee performance to continue accelerating amidst high operational risks.

The Effect of Workload on Employee Performance (H3)

For the third hypothesis testing (H3), the analysis proves that Workload has a positive and significant effect, emerging as the most dominant partial variable influencing employee performance. This conclusion is drawn from obtaining the highest t-count value of 4.257 (> 1.658) and a significance level of 0.000 (< 0.05). Theoretically, these findings reinforce the concepts of Izzati & Mulyana (2019) and Polakitang et al. (2019), which state that workload dimensions encompass the physical quantity of tasks, cognitive complexity, and the urgency of completion time. The characteristics of operational tasks at the Environmental Agency require high energy exertion and independent adaptability when facing unexpected technical incidents in the field. Therefore, the fair management of task proportions and the allocation of working hours that align with the employees' actual capacities are empirically proven to spur the efficient achievement of quantitative work targets.

These findings also solidify previous empirical studies stating that the proportional management of workload is crucial to preventing *burnout* phenomena, which can significantly degrade performance. Referring to Adhisty et al. (2023) and Nabawi (2019), striking a balance between operational task demands and individual capacity prevents the accumulation of tasks on a single party. Instead of being allowed to become a chronic stressor, a proportionally adjusted workload actually triggers proactive employee initiatives. This strengthens the findings of Nurhalimah et al. (2024) regarding the importance of properly managing internal and external factors to ensure that the agency's daily targets are met in terms of both quality and quantity.

The Simultaneous Effect of OHS, Work Environment, and Workload on Employee Performance (H4)

The fourth hypothesis testing (H4) convincingly confirms that Occupational Health and Safety (OHS), Work Environment, and Workload simultaneously or collectively have a significant effect on the performance of employees at the Environmental Agency of Dompu Regency. Statistical evidence from the F-test shows an F-count value of 14.430, which exceeds the F-table (3.08) with a very strong significance level of 0.000. This comprehensive finding is

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

a direct reflection of Mangkunegara's (2017) human resource management theory and Robbins & Judge's (2022) grand theory, which assert that the determinants of performance fluctuation cannot be viewed in isolation. As a unified operational entity, maximum performance enthusiasm and motivation can only be actualized when individual competence is supported by physical layout conditions protected from risks, supportive leadership, and operational time targets that do not exceed the physiological and mental thresholds of employees.

Furthermore, the coefficient of determination (R-squared) result, showing a figure of 29.2%, emphasizes the tangible contribution of these three predictors in forecasting performance fluctuations, while the remainder is influenced by variables outside the model. The results of this simultaneous testing successfully interweave various previous literature findings, such as Parashakti & Putriawati (2020) and Vernando (2023), proving that the strict fulfillment of OHS facilities, coupled with the creation of a conducive work environment ecosystem and a fair distribution of workload, constitute inseparable strategic pillars for the organization. The synergy of these three operational protective factors is proven to shape employees' disciplinary attitudes and anticipatory behaviors, thereby enabling them to ensure that the technical operations of public services planned by the agency continue to run excellently and with minimal errors.

CONCLUSION

Based on the research results at the Environmental Agency of Dompu Regency, it can be concluded that the implementation of Occupational Health and Safety (OHS), work environment, and workload are proven to have a positive and significant effect on improving employee performance, both partially and simultaneously. Considering the high threat of physical hazards in the daily field operations of this agency's employees, the fulfillment of occupational protection guarantees, the creation of a safe and supportive work atmosphere, and the proportional allocation of task volumes serve as essential pillars capable of preventing physical and mental fatigue, thereby enabling employees to complete their tasks more optimally. The practical implications of these findings suggest that the agency's management should continuously evaluate and strengthen occupational protection policies, as well as sustainably adjust task proportions. Meanwhile, for future research, it is recommended to expand the scope of the study by exploring other independent variables not examined in this model—such as compensation, leadership style, organizational culture, or work stress—considering that employee performance is not exclusively influenced by operational technical factors, but is also driven by broader organizational behavior dynamics.

REFERENCES

Adhisty, S. P., Fauzi, A., Simorangkir, A., & Dwiyanti, F. (2023). Faktor-Faktor yang Mempengaruhi Kinerja Karyawan : Stress Kerja , Beban Kerja dan Lingkungan Kerja (Literature Review MSDM). *JMPIS: Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, *4*(1), 134–148. https://doi.org/10.38035/jmpis.v4i1.1408

Aisah, Mahmud, & Ibrahim Zakariah. (2025). Pengaruh Ambiguitas Peran Dan Beban Kerja Terhadap Kualitas Layanan Pada Karyawan Depstore Bolly Dompu. *SEIKO : Journal of Management & Business*, *8*(2), 658–670. https://doi.org/10.37531/sejaman.v8i2.9929

Aritonang, J. C., Nadapdap, K. M. N., & Rajagukguk, T. (2022). Pengaruh Keselamatan dan Kesehatan Kerja (K3), Pelatihan dan Beban Kerja Terhadap Kinerja Karyawan PT . Perkebunan Nusantara IV Regional 1 PKS Sisumut. *Journal of Artificial Intelligence and*

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

Digital Business (RIGGS), *1*(1), 9690–9701. https://doi.org/10.31004/riggs.v5i1.7529

Firmansyah, Hayat, N., Difinubun, M. F., Shoalihin, Prayoga, D. S., Rafidin, & Mahmud. (2026). *Manajemen SDM di Era Industri*. PT Bhakti Karya Digital. https://penerbitbkd.com/produk/manajemen-sdm-di-era-industri/

Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS*.

Indonesia, R. (2003). *Undang-undang Republik Indonesia No. 13 Tentang Ketenagakerjaan*. *19*(8), 159–170.

Izzati, U. A., & Mulyana, O. P. (2019). *Psikologi Industri & Organisasi*. Bintang Surabaya.

Kanaf, Y. R., Manafe, H. A., Niha, S. S., & David Manafe. (2025). Analisis Kinerja dan Kepuasan Kerja Tenaga Kerja di Proyek Konstruksi Bendungan Temef-NTT. *JIMEA | Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, *9*(1), 2003–2022. https://doi.org/10.31955/mea.v9i1.5340

Khoerunnisa, & Kadarmanta, R. A. (2025). Pengaruh Beban kerja dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT Syifa Harapan Hidup Sukabumi. *KAMPUS AKADEMIK PUBLISING Jurnal Ilmiah Ekonomi Dan Manajemen*, *3*(11), 123–134. https://doi.org/10.61722/jiem.v3i11.6961

Lestari, D. P., Amali, H., & Hendra, R. (2025). Analisis Implementasi Program Keselamatan , Kesehatan Kerja (K3) Dan Dampaknya Terhadap Produktivitas Pada Karyawan PT Tiga Laskar Beton. *PARADOKS Jurnal Ilmu Ekonomi Vol.*, *8*(4), 401–405. https://doi.org/10.57178/paradoks.v8i4.1802

Mahmud. (2024). *Pengaruh kepemimpinan dan komitmen perusahaan terhadap kinerja karyawan*. PT. Narasi Kita.

Mahmud, Subhan, E. S., & Paroli. (2025). The Influence of Transformational Leadership Style and Organisational Culture on Employee Performance Mediated by Organisational Commitment. *Mix: Jurnal Ilmiah Manajemen*, *15*(3), 771–795. https://doi.org/10.22441/jurnal_mix.2025.v15i3.006

Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.

Na-Nan, K., Chaiprasit, K., & Peerapong Pukkeeree. (2018). Factor analysis-validated comprehensive employee job performance scale. *International Journal of Quality and Reliability Management*, *35*(10), 2436–2449. https://doi.org/10.1108/IJQRM-06-2017-0117

Nabawi. (2019). Pengaruh Lingkungan Kerja, Budaya Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Manuhara : Pusat Penelitian Ilmu Manajemen Dan Bisnis*, *2*(2), 01–10. https://doi.org/10.61132/manuhara.v2i1.426

Ningsih, F., Anitra, V., & Efendi, A. (2025). Pengaruh Kompetensi , Keselamatan dan Kesehatan Kerja (K3) Terhadap Kinerja Karyawan. *The Journal of Business and Management Research*, *8*(1), 175–186. https://doi.org/10.55098/tjbmr.v8i1.118

Nurhalimah, Mulyadi, D., & Sungkono. (2024). Menganalisis Beban Kerja dan Lingkungan Kerja terhadap Efektivitas Kinerja Karyawan pada Bengkel (JMC) Cikarang. *KAMPUS AKADEMIK PUBLISING Jurnal Sains Student Research*, *2*(4), 1025–1032. https://doi.org/10.61722/jssr.v2i4.2090

Nurhayati, Mahmud, & Fahrul Mauzu. (2026). Pengaruh Beban Kerja dan Fasilitas Kerja Terhadap Kinerja Pegawai Sub Bagian Umum Sekretariat DPRD Kabupaten Dompu. *JER:*

Intensi: Jurnal Riset Manajemen

E-ISSN: 3124-4882
Halaman Jurnal: https://jurnal.stieyapisdompu.ac.id/intensi

Jurnal Economic Resources, *9*(1), 1351–1357. https://doi.org/10.57178/jer.v9i1.2354

Parashakti, R. D., & Putriawati. (2020). Pengaruh Keselamatan dan Kesehatan Kerja (K3), Lingkungan Kerja dan Beban Kerja terhadap Kinerja Karyawan. *JIMT: Jurnal Ilmu Manajemen Terapan*, *1*(3), 290–304. https://doi.org/10.31933/JIMT

Polakitang, A. F., Koleangan, R., & Ogi, I. (2019). Pengaruh Beban Kerja, Lingkungan Kerja, dan Stress Kerja terhadap Kinerja Karyawan pada PT. Esta Group Jaya. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *7*(3), 4164–4173. https://doi.org/10.35794/emba.v7i3.24960

Pranogyo, A. B., Santoso, J. B., & Ana Nur Mayana. (2023). Pengaruh Lingkungan Kerja, Rotasi Kerja, dan Promosi Jabatan atas Kepuasan Kerja Karyawan Perusahaan Distribusi Obat dan Alat Kesehatan. *Prima Ekonomika*, *14*(1), 39–52. https://doi.org/10.37330/prima.v14i1.143

Putri, J., Mahmud, & Dian Urna Fasihat. (2025). Dampak Kepemimpinan Partisipatif terhadap Pegawai dengan Peran Mediasi Motivasi Kerja Kinerja. *SEIKO : Journal of Management & Business*, *8*(2), 374–387. https://doi.org/10.37531/sejaman.v8i2.9168

Robbins, & Judge. (2022). *Organizational Behavior*. Pearson Education.

Saptaria, L., Ambarwati, T., Mahmud, Zuana, M. M. M., Zulpardisyah, & Aklis Priya Pambudy. (2021). *Manajemen Sumber Daya Manusia Strategi Pengembangan Human Capital* (M. . Dr. Madziatul Churiyah (ed.)). Pascal Book.

Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D. Bandung : Alphabet.*

Sulistyan, R. B., Lukiana, N., & Ato, M. (2022). Perencanaan Co-Working Space dalam Peningkatan SDM di Kabupaten Lumajang. *Jurnal Abdi Masyarakat Indonesia (JAMSI)*, *2*(1), 243–248. https://doi.org/10.54082/jamsi.207

Vernando, A. N. (2023). Pengaruh Keselamatan Kesehatan Kerja (K3) Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMAK)*, *2*(2). https://doi.org/10.61930/jebmak.v2i2.292

Wahyuni, A., & Budiono, B. (2022). Pengaruh lingkungan kerja dan kompetensi terhadap kinerja karyawan melalui motivasi kerja. *Jurnal Ilmu Manajemen*, *10*, 769–781. https://doi.org/10.26740/jim.v10n3.p769-781

Wibowo, E., & Utomo, H. (2016). Pengaruh Keselamatan Kerja dan Kesehatan Kerja terhadap Kinerja dengan Kepuasan Kerja sebagai Variabel Intervening. *Among Makarti: Jurnal Ekonomi Dan Bisnis*, *9*(17), 38–59. https://doi.org/10.52353/ama.v9i1.126

Widodo, Z. D., Zaelani, A., Wijastuti, S., Adiyani, R., Alhusin, S., & Dharyl Ubaid Choiri. (2023). Pelatihan Manajemen Sumber Daya Manusia (SDM) pada Industri Kreatif Cetak Saring Sablon Manual. *Ganesha: Jurnal Pengabdian Masyarakat*, *3*(2), 137–142. https://doi.org/10.36728/ganesha.v3i2.2586