

ROLE OF SAFETY LEADERSHIP, K3 EXPERT COMMITMENT, ACCOUNTABILITY ON JOB SATISFACTION, AND SAFETY PERFORMANCE

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ABSTRACT

Variable rates of workplace accidents can partly contribute to inefficient cooperation and communication patterns among workers. Therefore, the researchers set out to find out how job satisfaction and safety performance are related to factors like safety leadership, the dedication of OSH experts, and responsibility for accidents. For this study, we used the descriptive quantitative research method, and for data analysis, we employed the partial most minor square testing with model fitting. In addition, they are using a questionnaire to collect responses from 99 employees as part of the data collection process. According to the study's findings, safety leadership, as well as the commitment and accountability of K3 experts, significantly impact job satisfaction. In addition, the study discovered that factors such as job satisfaction and safety leadership affect safety performance. Meanwhile, K3 expert commitment and accountability only significantly affect company performance. According to the study's findings, workers report higher levels of job satisfaction when leadership, safety, K3 expert commitment, and accountability effectively implement. It suggests that employees' higher levels of job satisfaction will affect the organisation's ability to improve its safety performance. However, the research found that incidents where K3 expert commitment and accountability didn't found, which were able to improve safety performance. The condition arises as a result of a lack of commitment part of employees to implementing K3 and accountability. The implication is that it is necessary to position K3 aspects so that they cannot separate from one another as an integral part of the company's operations and the consequences for improving safety performance standards.

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1. INTRODUCTION

An organisation's ability to prevent or lessen the number of workplace accidents that occur during a given time frame is one way to measure the effectiveness of its safety practices. The demonstrated by the rate of work accidents that fell into the moderate category in 2019, which is 63 incidents per person. In 2020 the number of work accidents was 85 incidents/per person, and in 2021, there are 30 incidents/per person. As a result, the number of accidents that occurred at work over the past three years tends to fluctuate. Due to the uneven commitment of K3 experts (occupational safety and health) in providing direction regarding K3 policies to workers, safety performance could be more optimal as a whole because the level of need and attention for each individual is different. It is because each individual's level of demand and attention is different. Unsafe conditions like this can cause work accidents for employees who lack concentration, are careless, do not comply with work procedures, do not use complete personal protective equipment, and ignore and are indifferent to work instructions.

And do not report if there is damage to the machine during/ at work (Kartikasari & Sukwika, 2021; Purba & Sukwika, 2021). Therefore, companies need to encourage internal commitment to explain and support the development of their employees for job satisfaction and safety performance (Darmawan & Putri, 2017; Prasetyaningrum, 2020; Riswanto, 2014; Widiarti & Dewi, 2016; Zahra, 2015).

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Accountability is also not fully distributed among related employees (person in charge), so performance in terms of safety is not following wishes and expectations (Pramudya, 2018). Apart from that, several other things still need to implement fully, namely constantly reminding employees by holding routine K3 campaigns, encouraging employees to comply with and follow SMK3 (occupational safety and health management system), and holding safety meetings with employees. Especially for employees affected by work accidents, making daily contact with workers working in field areas, holding safety talk meetings with employees regularly, and providing periodic and recorded training on safe work practices and other safety-related training (Satoto, 2020).

Another critical aspect that includes implementing a K3 culture in work organisations is implementing the leadership's commitment as a determinant of policy direction (Agustina & Sukwika, 2021). Leadership is a form of work culture that can change employee attitudes to have motivation aimed at realising work performance (Kartikawati et al., 2014). Safety leadership has a significant role in building a work safety culture to improve safety leadership performance and become part and responsibility of a leader as a successful K3 performance (Purba & Sukwika, 2021). Leadership is essential in improving performance (Darmawan & Putri, 2017). Therefore, leadership can improve employee performance and job satisfaction when paying attention to the group in management. (Mulyono, 2013).

Research conducted by (Fajri et al., 2017) says that job satisfaction has a relationship with organisational commitment; therefore, it needs to be a part that can cause behaviour in changing managerial functions and responsibilities. Safety leadership is a significant factor in implementing SMK3 (occupational safety and health management system) because no matter how good SMK3 is in a company, it will not run well. It is impossible to attract employee involvement to continue to be committed to carrying out safety activities as a whole because commitment will reflect in attitude and actions.

Commitment is a part of the attitude of employees in carrying out their work activities so that they can contribute to the company with various policies contained in the organisation because of the similarity of values shared with values in the organisation (Prasetyaningrum, 2020). Therefore, the existence of shared commitment in the organisation can determine job satisfaction and commitment to advancing the organisation (Zahra, 2015).

Based on the historical context presented earlier, the question that will investigate in this research can formulate as follows: to what extent are job satisfaction and safety performance influenced by safety leadership, the commitment of K3 experts, and accountability? Although this study aimed to examine the influence of safety leadership, the duty of K3 experts, and responsibility on job satisfaction and safety performance, the researchers found that job satisfaction and safety performance were not significantly different

Safety leadership on job satisfaction and safety performance

(Marzuki et al., 2018) His research stated that the K3 leadership is a leader who can change an organisation by directing and setting organisational goals and providing inspiration for all employees to realise the vision and corporate mission. Individual leadership and leadership within a company play a critical role in efforts to improve performance (Mulyono, 2013). Therefore, the commission must pay attention to the entire group in management so that leadership is considered capable of improving employee performance and job satisfaction of employees working in that place (Widiarti & Dewi, 2016)

K3 expert commitment to job satisfaction and safety performance.

Companies must continue to encourage internal commitment to explain and support the development of their employees (Darmawan & Putri, 2017). Management in a company also needs to involve workers who always play an active role in determining their work goals (Jamal et al., 2021). It is necessary because to control employee contributions to support organisational and company goals, it is essential to empower employees. It is required because authorised employees understand what they should be doing, are responsible, and are willing to provide brilliant ideas. It is necessary because employees who can empower will continue to increase confidence in the business and will understand what they should do to advance the company (Prasetyaningrum, 2020). In research (Mulyono et al. 2013) said that one of the main focuses in growing the company is to pay attention to and increase employee job satisfaction. Because if employees do not feel valued and consider incapable of the performance or work results they have achieved, they will not feel satisfied.

Therefore, having success at work is optional to feel satisfied in one's job. There are a variety of additional factors, such as how an employee interacts with their fellow workers and leaders of the company, how well they adhere to the company's policies, and whether or not they have a good working environment. Commitment in an organisation is one of dedication and shared responsibility, which is the key to success in the organisation so that it can influence employee performance (Riswanto, 2014).

Accountability for job satisfaction and safety performance

According to a study (Radiyah, 2018), accountability can improve the quality of the work done by a company and have an effect, either directly or indirectly, on the public interest. Furthermore, accountability can become an essential part of the goal of providing good public service. Accountability is an obligation on the part of an employee in a company that is part of his responsibility for all activities (Sunarta, 2019). Then a company has rights and obligations given to these employees to be able to follow up on their responsibilities. It is reasonable because accountability strongly influences organisational performance (Wardiana & Hermanto, 2019).

Job satisfaction on safety performance

A relationship between job satisfaction and work can provide pleasant situations and feelings for work activities and help an employee maintain a sense of comfort, security, and health. Within the scope of the company, if employees feel job satisfaction, then this can increase the productivity and performance of the employees themselves (Sunarta, 2019). Research results (Pramudya, 2018) show that job satisfaction is one of the basics or benchmarks for employee performance and job satisfaction because it has a powerful effect on performance.

Safety leadership on safety performance through job satisfaction

A leader's behaviour is an essential factor that can impact employee job satisfaction (Darmawan & Putri, 2017). As a good leader, he must be able to accept and listen to any complaints that employees experience regarding aspects of his work. Furthermore, he must consistently provide solutions for the problems employees encounter so that job satisfaction can be created and felt at work. Only then can job satisfaction be made and handled by employees at work. Therefore, increasing job satisfaction and employee performance in a company can show in the attitude of a leader with good leadership skills (Satoto, 2020).

The commitment of K3 experts to safety performance through job satisfaction

Each employee's success comes from their competence, skills and commitment to all the work they do (Jamal et al., 2021). In addition, organisational commitment will see from an employee who feels he is part of the company so that the employee always contributes to advancing company activities (Pramudya, 2018). Thus, the company's commitment will arise directly because of an employee's sense of belonging and direct involvement in company activity. It is in line with research (Satoto, 2020) showing that organisational commitment can improve performance through employee job satisfaction at the company.

Accountability for safety performance through job satisfaction

Performance is an illustration of the work results in quality and quantity achieved by someone carrying out the duties and responsibilities given to him in the company (Radiyah, 2018). Accountability influences employee performance if it is carried out with a total sense of responsibility so that accountability can increase job satisfaction with employee performance in a company (Wardiana & Hermanto, 2019).

Framework of thinking

In light of the findings of the literature review, it is possible to develop a research framework on safety leadership, K3 expert commitment, and accountability that can affect job satisfaction and safety performance, as illustrated in the following figure:

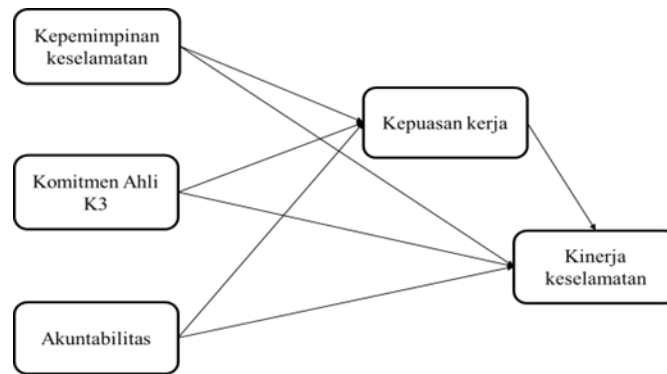


Figure 1. Framework

2. METHOD

Before determining the research method, a research design carries out the process of compiling a framework or plan for conducting a study. It then uses it as a guide in collecting and analysing data. Research design using exploratory, descriptive, and casual research. Explorative research using to investigate a problem or situation to gain good knowledge and understanding. At the same time, the descriptive analysis uses to describe something. It anticipates that the utilisation of this descriptive research design will result in the production of research output that consists of a clear statement concerning the challenges encountered, more specific hypotheses, and detailed information as required. While the causal research design emphasises the determination of correlations or causal relationships to discover the causal variables (independent variables) and the dependent variables of a phenomenon that takes place, the correlational research design places less emphasis on these aspects. The research location is at PT Angels Product which produces sugar. The company place in the Bojonegara industrial area, Serang Regency, Banten Province. As a company located in an industrial area, in carrying out all its operational activities, it provides complete and good facilities for the performance of its employees. PT Angels Products expect to help meet the demand for sugar in Indonesia's food, beverage and pharmaceutical industries. PT Angels Products is the first refined crystal sugar factory in Indonesia and has a production capacity continues to increase gradually to reach 1,750 tons per day (600,000 tons per year). PT Angels Products is very committed to making a real contribution, directly or indirectly, to the community and the surrounding social environment. In addition, to support the company's business, PT Angels Products carries out various aspects of activities, including environmental preservation, active participation in disaster management, community empowerment, educational development, religious activities and food security.

Population and sample

The population utilise for this study was composed of 293 respondents, and the criteria used to determine the characteristics of the respondents were as follows:

Table 1. Research Population

No	Characteristics /Sections	Amount
1	head department	9
2	Engineers, Supervisors, Staff/Officers and Group Leaders & Operators (Eng, Svr, SO, LO)	270
3	The person in charge of HSE has a K314 Expert certificate in the company (AK3U & others) (Pj.K3)	
Total (person)		293

Source: Observation Results (2022)

According to the information presented above, the size of the sample is dependent on the type of research and the sampling method; consequently, the sample calculation adheres to the methodology of the study, specifically as follows (Ruseffendi, 2010):

$$\frac{\text{Jumlah bagian/karakteristik}}{\text{Jumlah total karyawan}} \times 100\%$$

$$\text{Departemen head} = \frac{9}{293} \times 100 = 3 \text{ Orang}$$

$$\text{Engineer, Supervisor, Staff/Officer dan Leader group \& Operator} = \frac{270}{293} \times 100 = 92 \text{ Orang}$$

$$\text{AK3U \& lainnya) (Pj. K3)} = \frac{14}{293} \times 100 = 4 \text{ Orang}$$

Engineers, Supervisors, Staff/Officers and Group Leaders & Operators

Calculation of the number of samples above to facilitate research. Based on the number of research calculations for the characteristics/sections of the Department Head, there are three people.

The characteristics/sections of Engineers, Supervisors, Staff & Officers and Group Leaders & Operators are as many as 92 people. On the other hand, the characteristics/sections of the Person in Charge of K3 who have K3 Expert certificates in the company are four people, so the total sample in the study based on the calculation results is as many as 99 people.

Variable operational definitions

Exogenous variables can impact the emergence of endogenous variables in this study: safety leadership, K3 expert commitment and accountability. Although the intervening variable is a variable that can affect the relationship between exogenous variables and endogenous variables, the intervening variable in this study is job satisfaction. It is because job satisfaction is a variable that can affect the relationship between exogenous variables and endogenous variables. In other words, endogenous variables are variables that exogenous variables can influence. Exogenous variables are variables that come from outside of the system. The level of safety performance serves as this study's endogenous variable.

Data analysis method

In this particular investigation, the process of data analysis makes use of a computer programme. The programme runs to perform three studies: hypothesis testing, the outer model, and the inner model. When using this method, not only will it be known that the data has been declared valid, but it will also be possible to know which variables have the potential to affect it.

Outer Model Analysis

1. Convergent Validity: data provisions are valid if the outer loading value is > 0.07.
2. Discriminant Validity: provisions for the intended data loading value > other loading values.
3. Average Variance Extracted (AVE): the provision for the average data value of AVE > 0.5.
4. Composite Reliability: provisions for composite reliability data values > 0.07.
5. Cronbach Alpha: provisions for Cronbach alpha data value > 0.7.

Inner Model Analysis

1. The coefficient of determination (R²): The closer it is to 100%, the greater the effect.
2. Effect Size (f²): If it is close to 1, it will improve the prediction rating.
3. Assessment of Goodness of Fit (GoF): the study is considered feasible to test with the PLS model or partial least squares if the SRMR value is <0.08.

Research Hypothesis

- H1: There is an influence of safety leadership on job satisfaction.
 H2: There is an influence of K3 expert commitment on job satisfaction.
 H3: There is an effect of accountability on job satisfaction.
 H4: There is an influence of safety leadership on safety performance.
 H5: There is an influence of K3 expert commitment on safety performance.
 H6: There is an effect of accountability on safety performance.
 H7: There is an effect of job satisfaction on safety performance.

- H8: There is an influence of safety leadership on safety performance through job satisfaction.
 H9: There is an influence of K3 expert commitment on safety performance through job satisfaction.
 H10: There is an effect of accountability on safety performance through job satisfaction.

Some of the variable instrument indicators used in this study consisted of the variables of safety leadership (KS), K3 expert commitment (KAK), accountability (A), job satisfaction (KKJ) and safety performance (KKS). Each indicator has research variable indicator items as in the following table:

Table 2. Research Indicators

Manifest Variable	Research Variable Indicator Items
Latent Variable: Safety leadership [KS]	
Vision	1. Having vision and foresight in K3 [KS1] 2. Can convey the vision to team members [KS2]
Credibility	3. Can maintain trust [KS3] 4. Be able to implement K3 [KS4] consistently
Action orientation	5. Can give a strong warning against risks that are considered inadequate [KS5] 6. Have knowledge sharing of K3 with team members [KS6] 7. Monitoring facts and measurable data in terms of OSH to the [KS7] team 8. Take full responsibility for any activity or work that is potentially hazardous in the field [KS8]
Collaboration	9. Can encourage team members to participate in K3 [KS9] actively 10. Can develop teamwork for success [KS10] 11. Can give recognition to team members immediately, definitely and think positively [KS11]
Feedback and recognition	12. Can encourage safe behaviour and feedback based on measurable and reliable, and legitimate data [KS12]
Latent Variable: K3 Expert Commitment [KAK]	
Safety in vision, mission and values	1. Application of SMK3 [KAK1] 2. Able to carry out K3 activities with full responsibility, wholeheartedness and enthusiasm [KAK2]
Safety always discuss in meetings	3. Always discuss K3 topics in every meeting [KAK3] 4. Always discuss K3 issues with team members and ask for feedback [KAK4]
Resource management support	5. Always provide energy, time and thought support for K3 programs based on priorities [KAK 5] 6. Always argue and support that K3 is not to hinder work operations [KAK 6]
Decision-making safety	7. Always prioritise and ensure safety before work operations are carried out [KAK7] 8. Always give a solid warning to work operations in the field that are risky and potentially dangerous [KAK8]
Latent Variable: Accountability [A]	
Communication, leadership management	1. K3 experts and the team in the company always hold regular meetings, conduct training and solve K3 problems [A1] 2. K3 experts and the team in the company always ensure that communication runs well between superiors, colleagues, and workers to implement SMK3 [A2]
Measurement of the effect of losses due to work accidents	3. There is a need for OHS training to reduce the effects of more significant losses [A3] 4. Always provide K3 training for employees regularly to prevent Occupational Accidents and Occupational Accidents [A4]
The underlying causes of work accidents	5. K3 experts and the team at the company always have concerns for the scope of K3 activities and look for root causes of problems when conditions are unsafe acts and unsafe conditions [A5] 6. K3 experts and the team in the company always encourage employees to be consistent in implementing SMK3 [A6]

SMK3-related funding	7. Prepare and have available, regular, measurable funding for K3 programs [A7] 8. Determine the performance indicators to be achieved, determined and used to evaluate the K3 budget [A8]
Latent Variable: Job Satisfaction [KKJ]	
The job itself	1. Employees feel satisfied working at the company because they have applicable SMK3 procedures and regulations [KKJ 1] 2. Employees feel satisfied working in the company before getting work orientation
Leader	3. Employees are satisfied with superiors and management prioritising and implementing K3 [KKJ3] 4. Employees are satisfied with superiors and management because of their attention and fast response when there is a work accident [KKJ4]
Peers	5. Employees are satisfied with colleagues having obligations and reminding each other regarding K3 provisions and procedures [KKJ 5] 6. Employees feel satisfied at work because all employees have the knowledge and care about K3 [KKJ 6]
Promotion	7. Employees are satisfied with the promotion because there is an assessment of work performance related to K3 [KKJ 7] 8. Employees are satisfied because they comply, care and continue to carry out the established K3 procedures [KKJ 8]
Salary/Wage	9. Employees feel satisfied with the salary/wages and work benefits received by the regulations and previous agreements [KKJ9] 10. Employees are satisfied that the company provides salaries and work benefits according to applicable standards [KKJ10]
Latent Variable: Safety performance [KKS]	
Leading Indicators	1. Employees are directly involved with the team in the K3 program [KKS1] 2. Employees always ensure that the elements in SMK3 are implemented properly and correctly in the field [KKS2]
Lagging Indicators	3. Employees always take preventive steps to keep field operations free from work accidents and PAK [KKS3] 4. Always able to move the team to control the risks of work and operational hazards [KKS4]
Operational or implementation of K3	5. Always feel that K3 is an essential factor in measuring Key Performance Indicator (KPI) [KKS5] 6. Always ensure the achievement of KPIs: 1) Business/process indicators (lagging), 2) Result/output indicators (leading), 3) Operational measurement or implementation of the OSH program [KKS6]

Source: Elaboration Results (2022)

3. RESULT AND DISCUSSION

Based on the SEM-PLS calculations, the outer loading results for the safety leadership variable [KS], namely KS_1 to KS_12, with extreme loading values ranging from 0.856–0.953. Meanwhile, the outer loading on the OHS expert commitment variable [KAK], KAK 1 to KAK8, obtains external loading numbers ranging from 0.809 to 0.918. Meanwhile, in the outer loading of the Accountability variable [A], A_1 to A_8, the extreme loading values range from 0.858 to 0.957. Furthermore, in the exterior loading of the job satisfaction variable [KKJ], KKJ 1 to KKJ 10, the external loading numbers range from 0.853 to 0.939. Then the exterior loading on the safety performance variable [KKS], namely KKS 1 to KKS 6, gets an external loading number ranging from 0.873 to 0.940. The complete estimation results of the PLS model are presented in Figure 2 below:

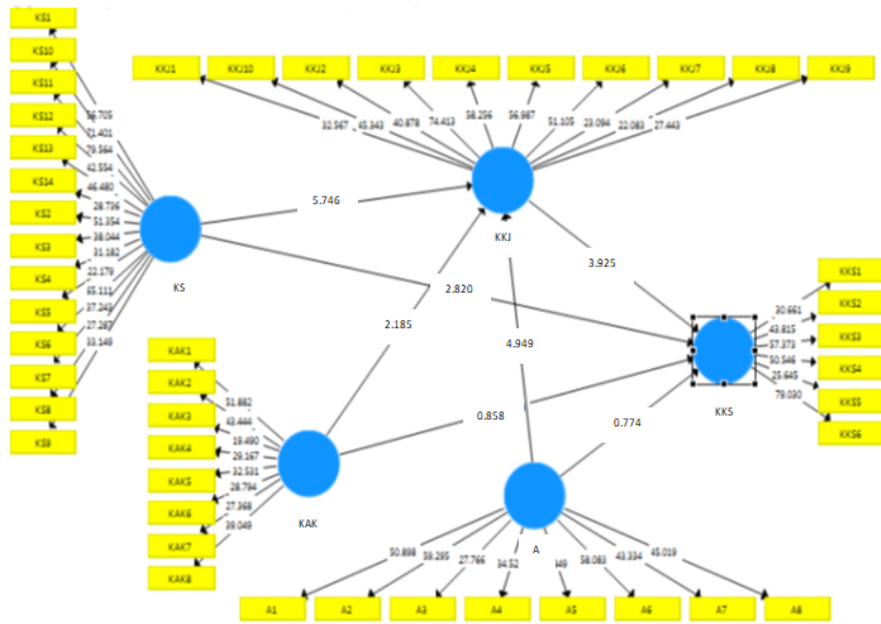


Figure 2. PLS model estimation results
Information:

KS: Safety leadership, KAK: OSH Expert Commitment, A: Accountability, KKJ: Job satisfaction; KKS: Safety performance

Based on the calculations using SEM-PLS, the results are that the acquisition of p-values for each variable is < 0.05, while the K3 expert's commitment to safety performance and accountability for safety performance obtains p-values > significant level 0.05. Details are presented in Table 3 below:

Table 3. Influence Between Variables

The influence between the variables studied	P values	Provision	Information
KS → KKJ	0,000	< 0,05	Significant
KAK → KKJ	0,035	< 0,05	Significant
A → KKJ	0,000	< 0,05	Significant
KS → KKS	0,009	< 0,05	Significant
KAK → KKS	0,399	> 0,05	Not significant
A → KKS	0,447	> 0,05	Not significant
KKJ → KKS	0,000	< 0,05	Significant
KS → KKJ impact a KKS	0,001	< 0,05	Significant
KSK → KKJ impact a KKS	0,047	< 0,05	Significant
A → KKJ impact a KKS	0,008	< 0,05	Significant

Safety leadership variable on job satisfaction

Based on the calculation results of the safety leadership variable on job satisfaction and obtained p-values of 0.000 then ($0.000 < 0.05$), this shows that the safety leadership variable is proven to have a positive and significant impact on job satisfaction. The safety leadership variable that implements correctly will also increase job satisfaction. The results of this study are from research conducted by Marzuki et al. (2018) that safety leadership can influence job satisfaction.

Variable OHS expert commitment to job satisfaction

Based on the calculation results of the safety leadership variable on job satisfaction and obtained p-values of 0.035 then ($0.035 < 0.05$), this shows that the K3 expert commitment variable is proven to have a positive and significant impact on job satisfaction. The commitment of K3 experts that carry out correctly will also increase job satisfaction. This study's results are from research conducted by Riswanto (2014), which proves that the commitment of K3 experts can impact job satisfaction.

Accountability variable on job satisfaction

Based on the calculation results of the accountability variable on job satisfaction and obtained p-values of 0.000 then ($0.000 < 0.05$), this shows that the accountability variable is proven to have a positive and significant impact on job satisfaction. Therefore, accountability that carries out properly will also increase job satisfaction. This study's results are from research conducted by Wardiana & Hermanto (2018), which proves that accountability can impact job satisfaction.

Safety leadership variable on safety performance

Based on the calculation of the safety leadership variable on safety performance, a p-value of 0.009 obtains ($0.009 < 0.05$), which indicates that the safety leadership variable is proven to have a positive and significant impact on safety performance. Therefore, safety leadership that carries out correctly will affect safety performance which will increase as well. The results of this study are research conducted by Mulyono et al. (2013), who proved that safety leadership could substantially impact safety performance.

Variable OHS expert commitment to safety performance

Based on the calculation results of the K3 expert's commitment variable to safety performance and obtained p-values of 0.399 then ($0.399 > 0.05$), this indicates that the K3 expert's commitment variable has yet to fully prove to have a positive and significant impact on safety. Therefore, the results of this study differ from research conducted by Riswanto (2014), which proved that organisational commitment has a significant impact on employee performance, as well as research conducted by Jamal et al. (2021), which demonstrates that loyalty has a positive effect on performance.

Accountability variable for safety performance

The results of calculating the accountability variable on safety performance and obtaining p-values of 0.447 then ($0.447 > 0.05$) indicate that the accountability variable has yet to be fully proven to have a positive and significant impact on safety performance. This study's results differ from those of Wardiana and Hermanto Riswanto (2019), demonstrating that accountability affects organisational performance.

Job satisfaction variable on safety performance

The results of calculating the variable job satisfaction on safety performance and obtaining p-values of 0.000 then ($0.000 < 0.05$) indicate that the variable job satisfaction is proven to have a positive and significant impact on safety performance. Furthermore, job satisfaction, if carried out correctly, will affect company performance to increase as well. The results of this study are by research conducted by Fajri et al. (2017), which proves that job satisfaction has a substantial impact on the performance of company employees, and also by Ruhayu's research (2020) which demonstrates that job satisfaction has a positive and significant effect on performance.

Safety leadership variable on job satisfaction and its impact on safety performance

Based on the results of the calculation of the safety leadership variable on job satisfaction and its impact on safety performance and obtained p-values of 0.001 then ($0.001 < 0.05$), this shows that the safety leadership variable is proven to have a positive and significant impact on job satisfaction and safety performance. Therefore, if safety leadership implement properly, it will impact job satisfaction, and safety performance will also increase. This study's results are from research conducted by Mulyono et al. (2013), which proves that leadership can improve job satisfaction and employee performance.

Variable The K3 expert commitment to job satisfaction and its impact on safety performance

Based on the results of the calculation of the K3 expert commitment variable on job satisfaction and its impact on safety performance and obtained p-values of 0.047 then ($0.047 < 0.05$).

This show indicates that the K3 expert commitment variable is proven to have a positive and significant impact on job satisfaction and safety performance. If K3 experts' commitment execute properly, it will impact job satisfaction and safety performance, which will also increase. This study's results are from research by Riswanto (2014), which proves that organisational commitment can improve job satisfaction and employee performance in a company.

Accountability variable on job satisfaction and its impact on safety performance

Based on the calculation results of the accountability variable on job satisfaction and its impact on safety performance and obtained p-values of 0.008 then ($0.008 < 0.05$), this indicates that the accountability variable is proven to have a positive and significant impact on job satisfaction and safety performance. Therefore, if carried out correctly, accountability will affect job satisfaction, and safety performance will also increase. This study's results are from research conducted (Radiyanto, 2018), which proves that organisational accountability can improve job satisfaction and employee performance.

4. CONCLUSION

Based on the findings of the research, one can conclude that factors such as safety leadership, the commitment of K3 experts, and accountability have a significant impact on the variable of job satisfaction. In addition, the Safety performance variable can also significantly influence by safety leadership or job satisfaction. However, there was no significant effect on the K3 expert commitment variable and accountability for safety performance. This study was due to the need for more employee commitment in implementing K3. The same thing also happens to the accountability variable, which didn't make full proof to improve safety performance; this occurs because several activities still need to be entirely carried out as part of the accountability of the K3 expert. The study's findings have important managerial implications, including improving the company's commitment to and execution of safety across all operations and establishing a culture in K3 considerations treated as routine. Management must also provide more direction, provide adequate resources for safety, set safety-based performance standards and provide rewards and punishments in each implementation of activities. While suggestions have been made for further research to include additional research variables, such as K3 competence, K3 culture measurements, safety/hazard risks, and the like, some of these suggestions will consider.

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