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The Influence of K3, Motivation, and Job Satisfaction on Employee Performance at PT Pertamina (Persero)

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Abstract: *This study aims to determine the effect of HSSE (Health, Safety, Security, and Environment), motivation, and job satisfaction on employee performance at PT Pertamina. The approach used is quantitative with 144 employees as respondents. Data collection was carried out through questionnaires, and data analysis using SPSS version 25. The results of the analysis showed that the HSSE and motivation variables had a significant effect on employee performance, while job satisfaction did not have a significant effect. These findings indicate that the implementation of a good work safety program and increased motivation through incentives, recognition, and career development opportunities have an important contribution to improving performance. Meanwhile, job satisfaction does not directly affect performance, but remains relevant to other aspects such as loyalty and retention. Therefore, PT Pertamina needs to focus its human resource management strategy on strengthening the HSSE system and work motivation in order to create optimal and sustainable performance in a competitive oil and gas industry environment.*

INTRODUCTION

In the modern world of work, employee performance is one of the main aspects that determine the success of a company in achieving its strategic goals. Employee performance is not only influenced by individual abilities alone, but also by various organizational factors, including the implementation of Occupational Safety and Health (K3), work motivation, and job satisfaction levels. These three factors directly contribute to employee morale, effectiveness, and efficiency in carrying out their duties. Occupational Safety and Health (K3) is a systematic effort made by companies to create a safe and healthy work environment to reduce the risk of work accidents. The optimal implementation of K3 not only protects the physical safety of workers, but also has an impact on increasing productivity (Suma'mur, 2014). Several studies have shown that good K3 implementation has a positive impact on employee performance (Amalia et al., 2023). In another study, Kholilah et al., (2022) stated that K3, along with work stress and career development, simultaneously affects employee performance. Furthermore, work motivation is the main driver for employees in carrying out their duties. Classical motivational theories such as

Maslow's Hierarchy of Needs explain that individuals will work harder if their basic needs are met and are recognized by their work environment (Maslow, 1943). High motivation is able to encourage individuals to work harder and achieve organizational goals (Sfitri & Fasha Nurhadian, 2023). Several studies have found that work motivation has a significant influence on performance improvement (Zaman & Zulganef, 2023).On the other hand, job satisfaction describes the positive feelings that arise from an assessment of a job or work experience. *Herzberg's Two-Factor Theory* states that job satisfaction is influenced by motivating factors (such as rewards and achievements) and hygiene factors (such as working conditions and relationships between colleagues) (Herzberg, 1959). High job satisfaction is consistently associated with improved individual performance (Wardani, 2022). Zaman and Zulganef (2023) also confirmed that job satisfaction along with work motivation contributes significantly to employee performance.

LITERATURE REVIEW

Occupational Safety and Health (K3)

Occupational Safety and Health (K3) is a labor protection system that aims to prevent work accidents and work-related diseases, as well as create a safe and comfortable work environment. From the perspective of human resource management, the effective implementation of K3 not only has an impact on reducing work risks, but also significantly affects the improvement of employee performance. According to Sugiyanto and Sulfiani (2022), the implementation of good occupational safety and health policies can increase work motivation, which in turn has a positive impact on performance. This study emphasizes the importance of a strategic approach in K3 policies to create employee satisfaction and loyalty. Rohim and Hardaningrum (2022) added that both occupational safety and occupational health aspects have a positive and significant influence on employee performance in the logistics sector. This study highlights that safe working conditions contribute directly to productivity and work effectiveness. In addition, Amir, Ridwan, and Sihab (2022) show that the K3 variable, when combined with work discipline and creativity, strengthens employee performance as a whole. This shows that K3 does not stand alone, but works synergistically with other individual variables. Another study by Pradja and Wibowo (2022) emphasized that a safe and healthy work environment significantly increases employee morale and work outcomes. In the context of hospitals, Susilo and Kasmir (2022) show that K3, together with job training and motivation, forms a strong foundation in improving the performance of health workers. Overall, various literature agrees that K3 is not only a company's legal obligation, but also an important strategy in improving workforce performance. A safe and healthy work environment creates a sense of security, reduces work stress, and encourages employee enthusiasm and loyalty in working productively. The indicators that K3 has, according to Dessler (2013), are safety, health, and the work environment.

H1: Occupational Safety and Health (K3) has an effect on Employee Performance

Motivation

Motivation is an internal and external drive that directs an individual's behavior to achieve a certain goal. In an organizational context, motivation plays an important role in increasing work effectiveness and employee productivity. Highly motivated employees generally show greater

dedication, creativity, and responsibility in carrying out tasks. Various empirical studies show that motivation has a strong and significant relationship to employee performance. Agusra et al., (2021) found that motivation contributes greatly to improving employee performance, with a contribution of 80.4% when combined with compensation. These findings underscore the importance of management in creating an adequate reward and incentive system for employees. Studies by Sabastian (2021) also support this finding, where motivation significantly affects performance both individually and in conjunction with other variables such as leadership style. This study highlights that motivation can be a reinforcing factor in the relationship between leadership and work output. Sfitri and Nurhadian (2023) through a path analysis approach, show that work motivation is able to significantly improve employee performance in the government environment. This research expands the scope that motivation is not only important in the private sector, but also crucial in improving the quality of public services. Furthermore, Arifuddin et al., (2023) stated that the results of the hypothesis test showed a positive influence of motivation on performance. This indicates that interventions that focus on improving work motivation can have a direct impact on better work output. From the entire literature, it can be concluded that motivation is a key element in influencing employee performance. However, the effectiveness of motivation is also highly dependent on other supporting factors such as leadership style, work environment, and job satisfaction. Therefore, managers need to design a comprehensive strategy to maintain and increase employee motivation in an effort to increase the overall productivity of the organization. According to (Robbins & Judge, 2013) the motivation indicators are; Rewards, social relationships, life needs, and success at work

H2: Motivation affects Employee Performance

Satisfaction

Job satisfaction has long been considered one of the key factors that affect individual performance in an organization. Job satisfaction reflects the extent to which an employee feels satisfied with their job, including aspects such as salary, relationships between coworkers, the work environment, and growth opportunities. Studies show that when employees feel satisfied, they are more motivated, productive, and have a higher commitment to the organization. Wardani (2022) found that job satisfaction together with human capital has a significant influence on employee performance. This research emphasizes the importance of human resource management that not only focuses on technical competence, but also on the psychological well-being of employees. Research by Wulandari et al., (2023) also shows that job satisfaction has a significant positive influence on performance both directly and in conjunction with work motivation. This indicates that job satisfaction not only has an impact on daily work behavior, but also increases long-term work morale. Zaman & Zulganef (2023) in their study in the Islamic banking sector show that both work motivation and job satisfaction have a direct and simultaneous influence on employee performance. This confirms the importance of a holistic approach in human resource management. Based on these findings, it can be concluded that job satisfaction is a crucial variable in improving employee performance. Organizations looking to increase productivity need to pay serious attention to creating a work environment that supports overall employee satisfaction. According to Robbins & Judge (2017) there are several job satisfactions, namely; self, salary, promotion, supervision, and co-workers

H3: Satisfaction affects employee performance

Employee Performance

Employee performance is the result of work achieved by a person in carrying out tasks in accordance with the responsibilities given and is an important indicator in assessing the success of the organization. According to Sugiyanto and Sulfiani (2022), employee performance reflects individual ability, discipline, and motivation in completing the work given. Good performance is determined by various factors, such as work environment, job satisfaction, motivation, and competence. Research by Agusra et al., (2021) emphasizes that employee performance can be significantly improved if companies pay attention to internal factors such as motivation and job satisfaction (Wardani, 2022). In addition, according to Rohim and Hardaningrum (2022), performance is also influenced by managerial and operational aspects, such as the implementation of K3, which has an impact on work efficiency and employee welfare. Therefore, understanding and managing the factors that affect performance is essential for organizations to improve productivity and competitiveness. According to Meyer & Allen (2005) the indicators of employee performance are: affective commitment, sustainable commitment, and normative commitment

METHOD

This study used a Likert scale instrument of 1–5 (1 = Strongly Disagree, 5 = Strongly Agree) to carry out a validity and reliability testing procedure for 4 instruments, namely the K3 instruments, Motivation, Job Satisfaction, and Employee Performance.The population is all security members at PT Pertamina (Persero), data collection will be carried out in May 2025. A sample of 144 respondents was selected using accidental sampling techniques, according to Roscoe's guidelines which suggest at least twice the number of variable indicators. Data were analyzed by multiple linear regression using SPSS 25, starting with the classical assumption test (normality, multicollinearity, heteroscedasticity, and linearity), then continued with the F test and the

RESULT AND DISCUSSION

With five variables, we used 144 respondents to conduct a validity test. statements are given on the variables K3 (X1), Motivation (X2), Satisfaction (X3), and Employee Performance (Y). This is because the value of the calculation is greater than the rtable at the significance level of $\alpha = 5\%$. The results are declared valid and reliable.

Normality Test

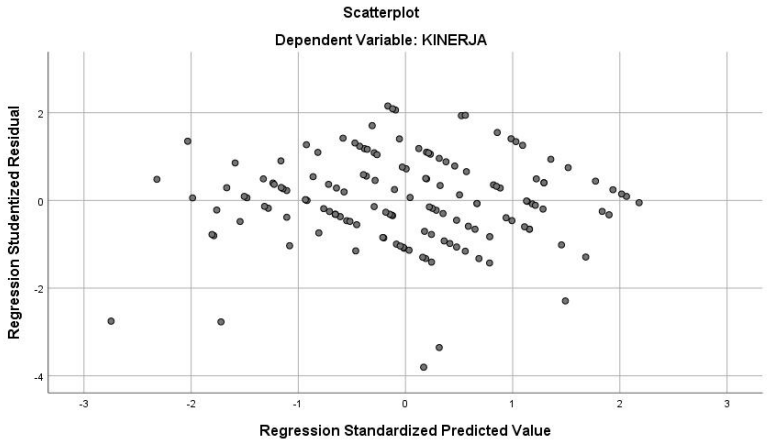
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		144
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.63826538
Most Extreme Differences	Absolute	.058
	Positive	.043
	Negative	-.058
Test Statistic		.058
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

The results of the normality test using the Kolmogorov-Smirnov showed a significance value of 0.000, which means that the data is not normally distributed. However, linear regression analysis can still be performed because this method is quite resistant to normality violations, especially with a large sample size as in this study (144 respondents).

Heteroscedasticity Test



The heteroscedasticity test is displayed through a scatterplot between the residual value and the prediction value; If the dots spread randomly and do not form a specific pattern, then heteroscedasticity does not occur.

Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations	Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Part	Tolerance	VIF
1	(Constant)	2.273	1.822		1.248	.214			
	HSSE	.160	.039	.278	4.134	.000	.224	.648	1.543
	MOTIVASI	.107	.037	.206	2.894	.004	.157	.580	1.725
	KEPUASAN	.231	.042	.417	5.529	.000	.299	.515	1.940

a. Dependent Variable: KINERJA

The results of the multicollinearity test showed that all independent variables had a Tolerance value above 0.1 and a Variance Inflation Factor (VIF) value below 10. A Tolerance value greater than 0.1 indicates that no independent variable has a high correlation relationship with other independent variables. Similarly, a VIF value that is below the 10 threshold indicates that there are no symptoms of multicollinearity in the model.

Linearity Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	550.756	3	183.585	66.967	.000[b]
	Residual	383.800	140	2.741		
	Total	934.556	143			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), KEPUASAN , HSSE, MOTIVASI

The results of the linearity test showed a significance value of < 0.05, which means that there is a linear relationship between independent and dependent variables, thus qualifying for multiple linear regression analysis.

Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2.273	1.822	
	HSSE	.160	.039	.278
	MOTIVASI	.107	.037	.206
	KEPUASAN	.231	.042	.417

a. Dependent Variable: KINERJA

Based on the results of the multiple linear regression test, it can be concluded that the results of the analysis are stated: Employee Performance (Y) = 2.273 + 0.160 (HSSE/X1) + 0.107 (Motivation/X2) + 0.231 (Satisfaction/X3).

Test F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	550.756	3	183.585	66.967	.000[b]
	Residual	383.800	140	2.741		
	Total	934.556	143			

Based on the results of the F test, it can be concluded that the regression model is feasible to use to see the simultaneous influence between the variables HSSE (X1), Motivation (X2), and Satisfaction (X3) on the variables of Employee Performance (Y). An F-value of 66.967 with a significance of 0.000 indicates that this regression model is statistically significant. The value of the F of the table at the significance level of 0.05 with df1 = 3 and df2 = 140 is 2.67. Because F is calculated (66,967) > F table (2.67), it can be concluded that simultaneously the variables HSSE, Motivation, and Satisfaction have a significant effect on Employee Performance.

R square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959[a]	.921	.918	1.54093

Source: data processed, 2025

In table 5, the R2 value of 0.921 indicates the simultaneous influence of K3 (X1), Motivation (X2), Satisfaction (X3) and Employee Performance (Y). Detection Coefficient: r2 x 100%= .921 x 100%= 92.1%. This result shows that 92.1% of employee performance is influenced by all three variables while the remaining 7.9% is influenced by variables that were not studied in this study.

T test

Model		t	Sig.
1	(Constant)	-.079	.937
	HSSE	6.145	.000
	MOTIVASI	5.411	.000
	KEPUASAN	1.666	.099

a. Dependent Variable: KINERJA

Source: data processed, 2025

The results of the t-test showed that product quality had no significant effect on employee performance (significance value 0.000 < 0.05), while motivation (0.000 < 0.05) and satisfaction (0.099 > 0.05) had no partial significant effect on employee performance.

DISCUSSION

Based on the results of the t-test conducted, it is known that the HSSE (Health, Safety, Security, and Environment) variable has a significance value of 0.000, which is smaller than the significance level of 0.05. This shows that partially, HSSE has a significant effect on employee performance at Pertamina. These findings indicate that the implementation of good K3 programs such as occupational safety training, risk management, and operational safety procedures directly contributes to improving employee work performance. Employees who feel safe and secure in their work environment will be more focused, productive, and have high work awareness. Therefore, the implementation of a consistent and quality HSSE system is an important factor in shaping human resource performance in the oil and gas industry environment such as Pertamina.In line with previous research conducted by Reinaldo & Raharja (2024) that there is an influence of HSSE on employee performance.

The results of the t-test also showed that the Motivation variable (X2) had a significance value of 0.000, which was smaller than 0.05. Thus, motivation has a significant effect on employee performance partially. In the context of work at Pertamina, work motivation can come from various aspects such as financial incentives, recognition of achievements, career development opportunities, and a supportive work climate. Employees who have a high level of motivation tend to show greater dedication and initiative in completing tasks, maintaining safety standards, and achieving operational targets. This shows that human resource management at Pertamina needs to continue to develop motivation improvement strategies in order to be able to create human resources who are not only competent, but also loyal and oriented towards optimal work results. In accordance with previous research conducted by Wulandari et al., (2021)

In contrast to the previous two variables, the Job Satisfaction variable (X3) showed results that were not partially significant to employee performance. The significance value obtained is 0.099, greater than 0.05, which means that satisfaction does not have a significant influence on employee performance in Pertamina company statistically. However, this does not necessarily negate the role of job satisfaction in employees' professional lives. It could be that, in the context of Pertamina's highly structured and operationally focused work environment, other factors such as a disciplined work system and safety regulations are more dominant in influencing performance. Job satisfaction may have more impact on other aspects such as long-term loyalty or turnover rates, but it does not directly affect performance output in the short term. Therefore, these findings are a consideration for management to re-evaluate approaches to improving performance not only by increasing satisfaction, but also strengthening HSSE motivation and management systems. As previous research conducted by Andayani (2020) stated that there is no effect of job satisfaction on employee performance.

CONCLUSION

Based on the results of the t-test, it can be concluded that partially the HSSE variables and motivation have a significant effect on employee performance at PT Pertamina, while job satisfaction does not show a significant influence. This shows that the consistent implementation of occupational safety, security, and health programs and motivational enhancement efforts such as incentives, recognition of achievements, and career development have an important role in improving employee performance. In contrast, job satisfaction does not directly affect performance, although it is still important to support long-term loyalty and job comfort.

Therefore, PT Pertamina needs to focus on human resource management on strengthening the HSSE system and increasing motivation strategies to achieve optimal work results.

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