

THE EFFECT OF SAFETY AND HEALTHY , WORK LIFE BALANCE , AND JOB SATISFACTION ON EMPLOYEE PRODUCTIVITY AT PKS KOPERASI PRIMA JASA HAPPY COUNTRY

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Abstract

This study aims to analyze the impact of safety and healthy , Work Life Balance and job satisfaction on employee productivity. Researchers used quantitative methods, the sample in this study were all employees (saturated sample) of 106 respondents, Data were collected through questionnaires compiled based on the indicators of each variable and analyzed using multiple linear regression analysis with SPSS version 26. Hypothesis testing was carried out through the t test to determine the partial effect of each independent variable on employee productivity. The results showed that the Safety and healthy variable (X1) had a significance value of 0.05 ($0.842 > 0.05$). In addition, the calculated t value was $-0.200 < t_{table} 1.983$ ($-0.200 < 1.983$). Partially, safety and healthy had a positive and significant effect on employee productivity. And Work Life Balance had a positive value of 0, with a calculated t value of $5.840 > T_{table} 1.983$ and a significant value of $0.000 < 0.05$. Thus, it has a positive and significant impact on employee productivity. Furthermore, job satisfaction has a value of 0.578 with a calculated T value. $9.169 > T_{table} 1.983$ and significant value $0.000 < 0.05$. has a positive and significant partial effect on Employee Productivity. Based on the results of this study, it is recommended that PKS Koperasi Prima Jasa Rantau Selamat pay more attention to the implementation of occupational safety and health programs, create policies that support Work Life Balance , and increase employee job satisfaction in order to increase productivity sustainably.

Keywords : Safety and healthy, Work Life Balance, Job Satisfaction, Employee Productivity

INTRODUCTION

In a company's management system, human resources are a crucial asset, playing a key role in achieving company goals. Therefore, optimal human resource management is essential. A company's success depends not only on advanced technology and funding, but also on the employees who carry out all operations. Employees are obligated to fulfill their job responsibilities to achieve company goals, which in turn allows for the fulfillment of their rights and provides a sense of job satisfaction. Companies also need to ensure high levels of employee safety, health, work-life balance, and satisfaction, as these are prerequisites for increased productivity. According to Purba (2024) Employee productivity is one aspect that can maintain normal conditions in a company. Productivity is the ability of a person to complete their tasks optimally. Therefore, productivity is an important aspect in a company in managing the organization so that it can grow, achieve the company's mission, improve employee performance and can create balance in upholding the interests of the organization.

Meanwhile, according to Nurhidayati, (2021) Work productivity generally measures quality and quantity in specific units to achieve effective results. Therefore, productivity is related to input and output. A good organization will have highly productive employees. This is because if an employee is able to be productive during work hours, everything they do has been carefully considered and the resulting output is known. At the Prima Jasa Rantau Selamat Cooperative Palm Oil Mill, employee productivity is a key factor in supporting smooth operational processes, from administration and member services to production management. However, internal observations and annual performance reports have revealed significant fluctuations in employee productivity levels. Several indicators point to a decline in productivity in several work units. In terms of work quality, errors in administration and data processing are still being found. In terms of work quantity, daily output in the production department tends to decrease compared to the previous period. Furthermore, in terms of timeliness and accuracy, there are delays in completing tasks and

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failing to achieve work targets according to the set schedule. This decline in productivity is also evident in declining employee morale, marked by a reduction in initiative and enthusiasm in carrying out tasks. Meanwhile, in terms of self-development, some employees show limitations in efforts to improve their abilities and work skills. This condition generally impacts the achievement of cooperative targets and the operational effectiveness of the Prima Jasa Rantau Selamat Cooperative Palm Oil Mill. In reality, employee productivity is often influenced by important factors including occupational safety and health , job satisfaction, and work-life balance , which play a role in shaping employee productivity. Safety and health are one of the factors that influence employee productivity. Occupational safety is an issue that requires attention to anticipate workplace accidents and ensure the welfare of workers in companies and educational institutions in Indonesia. Safety and health play a crucial role in all work sectors without exception. Implementing safety and health aims to prevent and minimize the risk of accidents and illnesses related to work activities. Therefore, companies need to provide training to employees on the importance of occupational safety. The better employees understand the importance of safety and health , the less likely a workplace accident will occur. Conversely, a lack of knowledge about safety and health can increase the risk of accidents in the workplace (Hendriansyah et al., 2024).

According to Sari et al., (2023) occupational health and safety (K3) is an idea and effort to guarantee especially the integrity and perfection of employees, both physically and psychologically, the results of their work for fairness and a progressive society. In companies need to pay attention to occupational safety and health (K3) to avoid accidents while working, and also to increase employee work productivity, when employees feel safe and comfortable because they get good protection from the company, they will work calmly and more focused in achieving company goals. The Occupational Health and Safety (K3) program is a crucial aspect that every organization must address, especially those involved in production and operations, such as PKS Koperasi Prima Jasa. A safe and healthy work environment not only supports operational continuity but also significantly contributes to employee well-being and increased productivity. There is a significant difference in employee productivity compared to safety and health . Previous studies conducted by (Saragih et al., 2024), (Sinollah et al., 2022), and (Dwiyanti et al., 2023) showed significant results on employee productivity. This proves that the implementation of OHS aspects has a positive influence on increasing employee productivity. By creating a safe and healthy work environment, employees can work more optimally and increase motivation and overall performance. However, research (Marlian, 2021) states the opposite, indicating that safety and health factors have not been fully implemented effectively in the work environment, or that other factors such as discipline, motivation, and job satisfaction have a greater influence on employee productivity than OHS aspects themselves.

Issues related to safety and health at the Prima Jasa Cooperative PKS. In terms of the work environment, there are potential hazards such as slippery surfaces and exposure to chemicals that are not optimally monitored. The use of personal protective equipment (PPE) is also still low, and safety training is not routinely conducted. In terms of health services, routine checks and handling of minor incidents are not optimal. Furthermore, air circulation in the production area is inadequate, leading to high working temperatures and physical fatigue. This situation indicates that awareness and implementation of OHS programs are not yet fully optimal. Negligence in OHS aspects can result in increased workplace accidents, absenteeism, and even material and reputational losses for cooperatives. Another factor, namely the balance between work and personal life, or what is known as work-life balance , has an important role in supporting employee well-being. When employees are able to balance their time between work and personal life, they tend to feel happier and more motivated, thus contributing positively to their productivity. This positive impact is expected to increase the company's overall productivity (Gibran et al., 2024). Developing and maintaining a quality work-life balance can improve and increase work productivity is one of the efforts to achieve a company's goals that have been set so that the role of human resources in a company is needed.

In today's fast-paced world, many employees feel trapped in a long work routine, sacrificing time for family, hobbies, and other personal pursuits. A good work-life balance allows individuals to not only complete work tasks but also enjoy precious moments with loved ones. When employees can manage their time wisely, they will feel more satisfied and less burdened by excessive work demands. Thus, companies that are able to create this balance will benefit from increased employee retention, reduced turnover rates , and savings on recruitment costs. Overall, work-life balance is not just a dream, but a necessity that must be met to create healthy, happy, and productive employees. (Rizky et al., 2025). This is supported by research (Hasan et al., 2024), (Noronha, 2025), and (Gibran et al., 2024), which states that work-life balance has a significant impact on employee productivity. This proves that balance between work and personal life can improve employee focus, motivation, and performance. By creating a good work-life balance , employees can manage stress more effectively, maintain mental and physical health, and ultimately contribute positively to increased work productivity. Meanwhile, research results (Rahajeng, 2021) show an insignificant effect between work-life balance and employee productivity. This condition indicates that work-life

balance is not yet a primary factor in increasing productivity, but rather is influenced by other aspects such as motivation, work culture, and the company's reward system. An informant working as an HRD at the Rantau Selamat Cooperative (PKS) stated that several employees reported experiencing burnout, high levels of stress, and difficulty balancing their time between work and family responsibilities. This was exacerbated by work demands that often required overtime without adequate rest periods and the distance between their workplaces and their homes. These conditions raised suspicions that the imbalance between work and personal life directly impacted the productivity of individuals and the work team as a whole.

The next variable that influences employee productivity is job satisfaction. Job satisfaction is a form of attitude that reflects a feeling of contentment and happiness with one's current job. This sense of satisfaction is achieved because the company can adequately meet employee needs, such as achieving work goals, a dynamic work environment, and other aspects that support employees in their work. This sense of job satisfaction can be reflected in several changes in attitudes, such as high levels of morale, discipline, motivation, productivity, and work achievements (Damayanti et al., 2023). Job satisfaction is related to a person's feelings or attitudes about the job itself, salary, promotion or educational opportunities, supervision, coworkers, workload, etc. In this case, what is meant by these attitudes is everything related to the job such as supervision, salary, working conditions, experience of skills, fair and non-disadvantaging work assessments, good social relationships in the job, quick resolution of complaints and good treatment from management towards employees (Hastuti et al., 2024).

Job satisfaction essentially reflects the extent to which employees' expectations and needs are met through their work. If the factors influencing job satisfaction are met properly, employees will demonstrate high levels of loyalty and work enthusiasm. This statement is supported by previous research conducted by (Rahajeng, 2024), (Saragih, 2024), and (Malian, 2021). These studies demonstrated a positive relationship between job satisfaction and employee productivity. However, some researchers (Husaeini et al., 2023) stated that job satisfaction has no effect on employee productivity. The problem at the Prima Jasa Rantau Selamat Cooperative is unstable employee productivity, which is suspected to be related to job satisfaction. Several employees complained about long working hours, ineffective communication between coworkers, and a perceived unfair reward system. This situation has resulted in decreased work morale, increased absenteeism, and fluctuations in production results over several periods. Although production targets are still achievable, this instability indicates a problem with job satisfaction, which directly impacts employee productivity. This research was conducted at one of the Prima Jasa Cooperative PKS located in Rantau Selamat, East Aceh. The Rantau Selamat Primajasa Cooperative PKS is a business entity that plays a vital role in community economic development, particularly in rural areas. This cooperative serves as a crucial pillar in supporting local economic stability and contributing to the development of the palm oil plantation sector in East Aceh. An example of a cooperative operating in this sector is the Primajasa Cooperative PKS.

LITERATURE REVIEW

Conceptual Framework

According to Sugiyono (2020), a conceptual framework is used to provide a general overview of the research object within the framework of existing variables. Based on the objectives of this study, which are to determine the impact of safety and health, work-life balance, and job satisfaction on employee productivity, two variables were used in this study: the independent variable and the dependent variable.

The Influence of Safety and Health on Productivity

Several previous researchers have examined the influence of safety and health on employee productivity. Thus, previous studies conducted by (Saragih et al., 2024), (Sinollah et al., 2022) and (Dwiyantri et al., 2023) indicate that safety and health significantly influence employee productivity. However, others, like the researchers, state that (Malian, 2021) safety and health do not significantly influence employee productivity. Therefore, occupational safety and health are two important aspects in creating a work environment that supports optimal employee performance. Both are key elements of an occupational safety and health (K3) management system, which aims to protect employees from potential accident risks. Occupational safety and health are not only a company's moral responsibility, but also a strategic investment in improving employee productivity. A safe and healthy work environment creates conducive working conditions, minimizes occupational risks, and increases overall employee effectiveness and the risk of health problems that can occur during the work process.

The Influence of Work-Life Balance on Productivity

Research conducted by (Hasan et al., 2024), (Noronha, 2025) and (Gibran et al., 2024) states that work-life balance influences productivity. Meanwhile, research conducted by [(Rahajeng, 2021)]... Therefore, Work-Life

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Balance is a broad concept that involves managing the gap between work (career and ambition) on the one hand and life (happiness, family, leisure, and spiritual development) on the other. Therefore, Work-Life Balance is a crucial factor contributing to employee productivity. By creating a balance between work and personal life, employees can work more effectively, be healthier mentally and physically, and demonstrate better performance on a sustainable basis.

The Influence of Job Satisfaction on Productivity

As for previous research conducted by (Saragih et al., 2024), (Rahajeng, 2021) and (Malian, 2021) states that job satisfaction has a significant influence on productivity, whereas according to research (Husaeni et al., 2023) it states that job satisfaction has a positive influence but does not have a significant influence on productivity. Job satisfaction is a key factor influencing employee productivity. Employees who are satisfied with their jobs will work with more enthusiasm, efficiency, and responsibility. Therefore, companies need to actively manage and improve job satisfaction to create productive and loyal employees.

Hypothesis

According to Sugiyono (2018), a hypothesis is a temporary answer to a research problem, expressed in the form of a question. It is said to be temporary because the answer provided is based on theory. Hypotheses are formulated based on a conceptual framework that provides a temporary answer to the problem being formulated. The following are the hypotheses in this study:

H₁ = Safety and health have an impact on employee productivity at the Prima Jasa Rantau Selamat Cooperative PKS

H₂ = Work Life Balance Influences Employee Productivity at PKS Koperasi Prima Jasa Rantau Selamat

H₃ = Job Satisfaction Influences Employee Productivity at PKS Koperasi Prima Jasa Rantau Selamat

METHOD

This research falls within the scope of human resource management. This research analyzes the influence of occupational health and safety, work-life balance, and job satisfaction on the productivity of employees at the Prima Jasa Cooperative Palm Oil Mill (PKS) in Bayeun Village, Rantau Selamat District, East Aceh, Aceh. The object of this research is the employees of the Prima Jasa Cooperative PKS Rantau Selamat. Sugiono (2010:80) states that population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this research is all employees at the Prima Jasa Cooperative Palm Oil Mill (PKS), totaling 106 employees. The selection of this population is based on the consideration that all employees are related to the company's operational activities and play a role in determining the level of productivity and overall organizational performance. The population is not too large also allows researchers to obtain comprehensive data, so that the research results can be more accurate and reflect the actual conditions in the field. According to Khadafi (2019) the Sample is part of the population or representative of the population studied and taken as a data source and can represent the entire population or the sample is part of the number and characteristics possessed by the population. This study applies the sampling method using the Nonprobability Sampling Technique. This sampling technique is Saturated Sampling. According to (Sugiyono, 2010) Saturated Sampling is a sampling determination technique when all members of the population are used as samples. This is often done when the population is relatively small. Or research that wants to make generalizations with very small errors, Another term for saturated samples is a census, where all members of the population are sampled. With a population of 106 PKS Koperasi Prima Jasa employees, all of them are designated as samples.

RESULTS AND DISCUSSION

Normality Test

Table 1
Results of Normality Test with Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			106
Normal Parameters ^{a,b}	Mean		,0000000
	Standard Deviation		1,56924563
Most Extreme Differences	Absolute		,074
	Positive		,051
	Negative		-,074
Test Statistics			,074
Asymp. Sig. (2-tailed)			,187 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Research Results Data processed 2025

Based on table 1, it is known that the significance value of the Kolmogorov-Smirnov test is 0.187 or greater than α (0.05), so it can be concluded that the residual data of the regression model is normally distributed (the normality assumption is met).

Heteroscedasticity Test

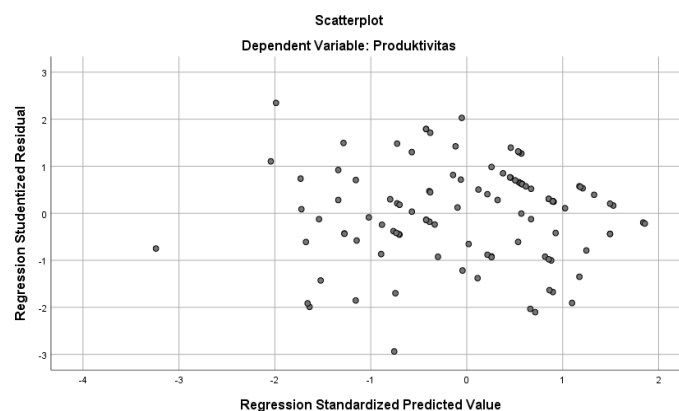


Figure 1 Heteroscedasticity Test

Source: Research Results Data processed 2025

Figure 1 shows that the points are scattered in various directions, both above and below the number 0 on the Y-axis, and do not form a specific pattern. Therefore, it can be concluded that there is no heteroscedasticity in the regression model, making it suitable for use in this study.

Multicollinearity Test

Table 2
Multicollinearity Test

Coefficients ^a		Collinearity Tolerance	
Model		Statistics	VIF
1	(constant)		
	Safety and healthy	0.831	1,204
	Work Life Balance	0.831	1,204
	Job satisfaction	0.988	1,012

a. Dependent Variable: Productivity

Source: Research Results Data processed 2025

Based on Table 2, it can be seen that all variables have a VIF value <10 and a tolerance value >0.10. Therefore, it can be concluded that this study did not encounter multicollinearity and the test can be used in this research model.

Coefficient of Determination Test (R^2)

Table 3
Results of the Determination Coefficient Test
Model Summary ^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	,755 ^a	,570	,558	1,59216	1,521

a. Predictors: (Constant), Job Satisfaction, Safety and Health, Work Life Balance

b. Dependent Variable: Productivity

Source: Research Results Data processed 2025

Based on the test results in Table 3, the coefficient of determination (Adjusted R Square) was 0.558 or 55.8%. This value indicates that 55.8% of the variation in the dependent variable, namely productivity, can be explained by the independent variables in this study, namely safety and health , Work-Life Balance , and job satisfaction. Meanwhile, the remaining 44.2% is explained by other factors outside this regression model.

Multiple Linear Regression Analysis

Table 4
Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3,687	1,955		1,886	0.062
Safety and healthy	-0.016	0.078	-0.014	-0.200	0.842
Work Life Balance	0.347	0.059	0.416	5,840	0,000
Job satisfaction	0.578	0.63	0.599	9,169	0,000

Source: Research Results Data processed 2025

From the results of SPSS data processing, the regression results can be written as follows:

$$Y = 3.687 - 0.016 + 0.347 + 0.578 + \varepsilon$$

The interpretation of the above equation is as follows:

1. b0 The constant value of 3.678 means that if the safety and healthy variables, Work Life Balance and job satisfaction are considered constant (unchanging), so the employee productivity is 3.687.
2. b1 (regression coefficient value X_1) is -0.016, because the coefficient is negative indicating that the relationship between the work environment and productivity is not unidirectional. Which means that every increase in safety and healthy by one unit on the Likert scale will cause employee productivity to increase by 0.016, conversely, safety and healthy decreases by one unit on the Likert scale will decrease by 0.016 assuming other variables remain constant.

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3. b_2 (regression coefficient value X_2) of 0.347, shows that the Work Life Balance variable has a positive influence on employee productivity, which means that every one unit increase in the Likert scale of the Work Life Balance variable will increase productivity by 0.347.
4. b_3 (regression coefficient value X_3) of 0.578, shows that the job satisfaction variable has a positive influence on productivity, which means that every one unit increase in the Likert scale of the job satisfaction variable will increase productivity by 0.578.

T-Test Results (Partially)

**Table 5 Partial
test (t-test)**

Variables	t_{hitung}	Sig
Constanta	1,886	0.062
Safety and healthy	-0.200	0.842
Work Life Balance	5,840	0,000
Job satisfaction	9,169	0,000

Source: Research Results Data processed 2025

The results of testing the independent variable against the dependent variable can be seen in Table 5 above. By looking at the calculated t with the t_{table} , it can be obtained using the formula $df = 106 - 3 - 1 = 102$, thus obtaining a t_{table} value of 1.983.

1. Safety and healthy variable (X_1) has a significance value of 0.842, which is greater than the significance level of 0.05 ($0.842 > 0.05$). In addition, the calculated t value of -0.200 is smaller than the t_{table} value of 1.983 ($-0.200 < 1.983$). Referring to the testing criteria in Chapter 3, namely if the significance value is > 0.05 and the calculated $t < t_{table}$, then there is no significant influence between the safety and healthy variables on the productivity variable. Therefore, it can be concluded that safety and healthy (X_1) do not have a significant effect on productivity (Y). Thus, the first hypothesis (H_1) is rejected.
2. Work Life Balance variable (X_2) obtained a significant value of 0.000 or less than 0.05 ($0.000 < 0.05$) and obtained a calculated T value of 5.840 or greater than the T_{table} value of 1.983 ($5.840 > 1.983$). So it can be concluded that the Work Life Balance variable (X_2) has a positive and significant effect on productivity (Y). Therefore, the hypothesis stating that Work Life Balance (X_2) has a positive and significant effect on productivity (Y) on PKS Koperasi Prima Jasa Rantau Selamat Employees (H_2 is accepted).
3. The Job Satisfaction variable (X_3) obtained a significant value of 0.000 or less than 0.05 ($0.000 < 0.05$) and obtained a calculated T value of 9.169 or greater than the T_{table} value of 1.983 ($9.169 > 1.983$). So it can be concluded that the job satisfaction variable (X_3) has a positive and significant effect on productivity (Y). Therefore, the hypothesis stating that job satisfaction (X_3) has a positive and significant effect on productivity (Y) on PKS Koperasi Prima Jasa Rantau Selamat employees (H_1 is accepted).

4. The Influence of Safety and Health on Employee Productivity

Based on the results of data analysis, the regression coefficient was obtained with a negative value of -0.016 with a calculated T value of $-0.200 < T_{table}$ of 1.983 and a significant value of $0.842 > 0.05$. This means that the safety and healthy variable has a negative and partially insignificant effect on productivity at the PKS Koperasi Prima Jasa Rantau Selamat (H_3 is rejected). The results of this study indicate that the implementation of occupational safety and health aspects has not significantly impacted employee productivity. This may be due to the relatively uniform implementation of occupational safety and health standards, which does not significantly impact productivity among employees. Furthermore, employees may be accustomed to the implemented occupational safety and health procedures, so these aspects are not perceived as a primary factor influencing work productivity. Other factors such as job satisfaction, work-life balance, work motivation, or work management systems are thought to be more dominant in determining employee productivity levels. This finding is similar to previous research (Malian, 2021), which found that safety and health had no effect.

The Influence of Work Life Balance on Employee Productivity

Based on the results of data analysis, the regression coefficient is positive at 0, with a calculated T value of $5.840 > T_{table}$ of 1.983 and a significant value of $0.000 < 0.05$. This means that the Work Life Balance variable has a positive

and significant partial effect on employee productivity at PKS Koperasi Prima Jasa Rantau Selamat (H2 is accepted). The results of this study indicate that the better the balance between work and personal life of employees, the higher the level of productivity. Employees who are able to manage their time and roles in a balanced manner tend to have better physical and psychological conditions, lower stress levels, and higher work focus and motivation. These conditions encourage employees to work more effectively and efficiently, thus directly impacting work productivity. This is supported by previous research (Hasan et al., 2024)(Noronha, 2025)Gibran et al., 2024), which states that work-life balance affects productivity.

The Influence of Job Satisfaction on Employee Productivity

Based on the results of data analysis, a positive regression coefficient of 0.578 was obtained with a calculated T value of 9.169 > T table of 1.983 and a significant value of 0.000 < 0.05. This means that the job satisfaction variable has a positive and significant partial effect on employee productivity at PKS Koperasi Prima Jasa Rantau Selamat (H3 is accepted). The results of this study indicate that the higher the level of employee job satisfaction, the higher the resulting level of productivity. Employees who are satisfied with their jobs, both in terms of the work environment, reward system, relationships with superiors and coworkers, tend to have higher work motivation, strong loyalty, and commitment to achieving work targets. These conditions encourage employees to work more optimally, effectively, and responsibly, thus having a direct impact on increasing employee productivity. This is supported by research (Saragih et al., 2024), (Rahajeng, 2021)which (Malian, 2021)states that job satisfaction has a significant influence on productivity.

CONCLUSION

Based on the research results that have been described previously regarding the influence of safety and health , Work Life Balance and job satisfaction on employee productivity at PKS Koperasi Prima Jasa Rantau Selamat, the following conclusions can be drawn:

1. Safety and healthy has a negative value of -0.016 with a calculated T value of -0.200 < T table of 1.983 and a significant value of 0.842 > 0.05. has a negative and partially insignificant effect on Employee Productivity at PKS Koperasi Prima Jasa Rantau Selamat. So H1 which states that Safety and healthy does not affect productivity.
2. Work Life Balance has a positive value of 0, with a calculated T value of 5.840 > T table of 1.983 and a significant value of 0.000 < 0.05. has a positive and significant partial effect on Employee Productivity at PKS Koperasi Prima Jasa Rantau Selamat. Then H2 which states that Work Life Balance has an effect on Productivity.
3. Job Satisfaction has a positive value of 0.578 with a calculated T value of 9.169 > T table of 1.983 and a significant value of 0.000 < 0.05. has a positive and significant partial effect on Employee Productivity at PKS Koperasi Prima Jasa Rantau Selamat. So H3 states that job satisfaction has an effect on Productivity.

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