Journal of Management Studies and Development
Vol. 4, No. 03, pp. 377-388
journal.iistr.org/index.php/JMSD
DOI: 10.56741/jmsd.v4i03.1772

Occupational Safety and Health, Performance Appraisal, and Organizational Culture

A Model for Preventing Workplace Accidents and Improving Human Resource Productivity

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ARTICLE INFO

Article history
Received 24 October 2025
Revised 3 November 2025
Accepted 5 December 2025

ABSTRACT

This study aims to analyze the influence of the work safety management audit program, occupational health, and performance appraisal on human resource productivity with organizational culture as a moderating variable. The research was conducted at four manufacturing companies in Palembang City using a quantitative associative approach. Primary data were collected through questionnaires distributed to 52 respondents, composed of Human Resource (HR) managers and staff, Human Resource Development (HRD), Occupational Safety and Health (OSH) managers and staff, internal auditors, and supervisors. Data were analyzed using multiple regression, t-test, F-test, moderation regression analysis (MRA), and coefficient of determination test. The results of the F-test indicate that the work safety management audit program, occupational health, and performance appraisal simultaneously affect human resource productivity. The t-test results show that the work safety management audit program and occupational health do not have a significant effect, while performance appraisal has a significant effect on human resource productivity. The MRA results reveal that organizational culture functions as a pure moderator of the relationship between the work safety management audit program and human resource productivity, as a quasi-moderator in the relationship between occupational health and productivity, and as a pure moderator in the relationship between performance appraisal and productivity. The R^2 test results show that human resource productivity is explained by 83% of the variables studied, while the remaining 17% is influenced by other factors outside this research. The findings highlight the importance of strengthening organizational culture to enhance the

effectiveness of safety, health, and performance appraisal programs in improving productivity.

Keywords
Human Resource
Occupational Safety and Health
Organizational Culture
Performance Appraisal
Productivity

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Introduction

Workplace accidents remain a critical issue in Indonesia. Based on data from the Ministry of Manpower, there were 462,241 reported cases of workplace accidents in 2024, an increase from 370,747 cases in 2023 and 298,137 in 2022 [1]. These cases occurred across wage and non-wage sectors, including construction and manufacturing. In Lampung Province alone, 3,766 workplace accidents were recorded in 2024, up from 3,307 in 2023 [2]. In South Sumatra, serious incidents also occurred, such as the drowning of an excavator operator at PT Bukit Asam Tbk and a fatal explosion involving a subcontractor welder at PT Mahdani Talatah Nusantara [3]. These incidents not only endanger human lives but also disrupt operations, reduce productivity, and increase operational costs.

In today's competitive industrial environment, companies must optimize human resources to sustain performance. The implementation of Occupational Safety and Health (OSH) programs is crucial in preventing accidents, protecting workers, and supporting national productivity, as mandated by Law No. 1 of 1970 on Work Safety. Occupational health also plays an essential role in maintaining employees' physical, mental, and social well-being, which directly influences productivity. Prior studies indicate that many accidents are caused by unsafe human behavior and weak compliance with safety standards [4], while effective performance appraisal systems are needed to evaluate and enhance employee contributions [5].

Previous empirical research shows mixed results. For example, Dindin and Syahril found that OSH programs positively affect employee productivity, the joint effect of occupational health and performance appraisal, and others reported inconsistent relationships between safety, health, and productivity [6], [7], [8]. These findings suggest that other contextual factors may influence the effectiveness of OSH and appraisal systems.

Organizational culture is proposed as a moderating factor that strengthens or weakens the relationship between OSH, performance appraisal, and productivity. A strong safety-

oriented culture enhances compliance, fosters employee commitment, and motivates higher performance, whereas a weak culture undermines program effectiveness. Despite its relevance, few empirical studies in Indonesia have examined organizational culture as a moderating variable in this relationship.

This study addresses that gap by analyzing the influence of the work safety management audit program, occupational health, and performance appraisal on human resource productivity, with organizational culture as a moderating factor. Conducted in four manufacturing companies in Palembang City, the research aims to enrich the human resource management literature and provide practical recommendations for companies to strengthen safety programs, improve appraisal systems, and foster a safety-oriented organizational culture.

Furthermore, preliminary surveys conducted in several manufacturing companies in Palembang highlight the persistence of practical challenges in implementing safety, health, and performance appraisal programs. At PT Semen Baturaja (Persero) Tbk, the safety and health management audit system was generally well established, yet employee awareness and commitment to occupational safety remained low, resulting in a continuing risk of workplace accidents and potential productivity loss. A different situation was observed at PT Karya Makmur Armada, where the lack of socialization regarding OSH led to unsafe practices such as employees working without protective equipment, directly increasing accident risks and absenteeism. In addition, the company's performance appraisal system was found to rely solely on managerial discretion without clear criteria, creating perceptions of unfairness and reducing employee motivation and productivity.

Similarly, at PT Bukit Asam Tbk, safety programs were adequately structured but were hindered by weak individual compliance with established rules, which could directly affect productivity when accidents occurred. Although its performance appraisal system included clear indicators, occasional technical failures in the appraisal system caused miscommunication among employees, negatively impacting morale and performance. These findings reinforce that despite the formal implementation of OSH and performance appraisal systems, gaps in awareness, socialization, and organizational support continue to undermine effectiveness, thus underscoring the need to examine organizational culture as a moderating factor in strengthening the relationship between safety, health, appraisal, and productivity.

Literature Review

This study is grounded in Human Capital Theory, which emphasizes that human resources are valuable assets that contribute directly to organizational performance and productivity. Investments in human capital—such as training, health, and workplace safety—enhance employees' skills, motivation, and well-being, thereby increasing their capacity to

produce value for the organization [9]. Within this framework, occupational safety and health (OSH) programs represent protective investments to minimize workplace risks, while performance appraisal systems serve as developmental investments to improve competencies and align individual performance with organizational goals. Organizational culture complements these efforts by shaping behaviors and norms that reinforce productivity. Thus, productivity improvement is not only a result of physical resources but also of systematic investments in people.

As a supporting framework, the Multiple Causation Theory explains the complexity of workplace accidents. Accidents rarely occur due to a single factor; instead, they result from a combination of unsafe human behavior, inadequate equipment, and environmental hazards [10]. This perspective underscores the importance of comprehensive OSH programs that simultaneously address behavioral, environmental, and managerial aspects to effectively reduce accidents. When employees perceive that their safety and health are protected, they are more likely to remain motivated and productive.

A. Occupational safety and health (OSH)

OSH refers to policies, programs, and practices aimed at protecting workers from hazards associated with machines, tools, processes, and work environments. Indicators of occupational safety include proper equipment usage, safety procedures, and accident prevention mechanisms [11]. Occupational health, meanwhile, emphasizes maintaining physical, mental, and social well-being through preventive and curative measures [12]. Recent studies confirm the relevance of OSH for productivity. Fitroh et al. [13] found that safety and workload jointly influenced employee productivity at PT Nata Bersaudara Sejahtera Tasikmalaya. Similarly, research at PT Shoetown Ligung demonstrated that occupational safety and health practices positively impacted worker productivity. These findings reinforce the critical role of OSH in ensuring sustainable employee performance.

B. Performance appraisal

Performance appraisal is a systematic process for evaluating employee contributions in terms of quality, efficiency, initiative, and teamwork. Effective appraisal systems not only measure outcomes but also provide feedback that can enhance motivation and align individual performance with organizational objectives [14]. In practice, companies that adopt fair and transparent appraisal systems are more likely to retain motivated and productive employees. Compensation and appraisal mechanisms, combined with organizational culture, significantly increased productivity at PT Romi Violeta [15]. This supports earlier studies that highlight performance appraisal as a key determinant of organizational success.

C. Human resource productivity.

Productivity reflects the efficiency of transforming inputs into outputs, and it is influenced by employee motivation, discipline, and work environment [16]. Employees with high levels of health and safety protection are more capable of maintaining consistent performance and reducing absenteeism, which ultimately supports productivity [17]. Recent studies in Indonesia continue to validate this. Organizational culture and work behavior improved productivity in a public sector setting, even though job loyalty unexpectedly reduced performance [18]. This illustrates the complexity of productivity drivers in contemporary organizations.

D. Organizational culture as a moderating factor

Organizational culture comprises shared values, norms, and practices that guide employee behavior [19]. Strong cultures promote compliance with safety standards, cooperation, and innovation, while weak cultures undermine these systems. Recent evidence shows that culture not only directly affects performance but can also serve as a mediator or moderator in the relationship between HR systems and outcomes. Jannah et al. [20] found that organizational culture and occupational health and safety influenced performance indirectly through job satisfaction, although the direct effect of OSH on performance was inconsistent. This highlights the moderating potential of culture, which has been underexplored in the Indonesian manufacturing sector.

In summary, prior studies confirm the positive role of OSH and performance appraisal in supporting productivity, but the evidence is mixed, with some studies reporting insignificant or even negative effects. At the same time, research on organizational culture has expanded, but it rarely positions it as a moderator in the link between OSH, appraisal, and productivity. This study contributes to filling that gap by empirically examining the moderating role of organizational culture in manufacturing companies in Palembang, thereby enriching both theoretical development and practical implications in human resource management.

Materials and Methods

This research employed an associative quantitative design, aimed at examining the relationship between occupational safety (X1), occupational health (X2), and performance appraisal (X3) on human resource productivity (Y), with organizational culture (X4) as a moderating variable.

A. Research Location and Object

The study was conducted in manufacturing companies located in Palembang City. From the 29 companies identified in the preliminary survey, four companies granted permission to participate: PT Semen Baturaja, PT Bukit Asam, PT Karya Makmur Armada, and PT Pusri. These

companies were selected based on purposive sampling, considering their relevance to occupational safety and performance management practices.

B. Population and Sample

The study population consisted of human resource managers and staff, OSH managers and staff, internal auditors, and supervisors in the selected companies. Based on purposive sampling criteria (Sekaran & Bougie, 2019), 100 respondents were included, distributed equally across the four companies (25 respondents each). Criteria included (a) being employed in managerial or supervisory positions related to HR or OSH, (b) the company's willingness to provide research access, and (c) exclusion of food and beverage manufacturers.

C. Variables and Measurement

The independent variables were occupational safety, occupational health, and performance appraisal; the dependent variable was human resource productivity; and organizational culture was tested as a moderating variable. Operational definitions followed established frameworks (Sugiyono, 2018), with indicators measured on an ordinal scale using structured questionnaires. For example, occupational safety was assessed through workplace conditions, environment, and equipment use; occupational health through air quality, lighting, and employee physical condition; productivity through work outcomes, motivation, and efficiency; performance appraisal through quality, timeliness, initiative, and communication; and organizational culture through innovation, stability, people orientation, results orientation, and collaboration.

D. Data Sources and Collection

Primary data were collected through structured questionnaires and semi-structured interviews with selected respondents. Questionnaires consisted of closed-ended questions rated on a Likert-type ordinal scale. Secondary data were obtained from company reports, official statistics, and relevant literature. Before distribution, instruments were pre-tested to ensure clarity and reliability.

E. Data Analysis

The analysis was conducted using quantitative statistical methods with the help of SPSS software. Descriptive statistics were used to present respondent profiles and variable distributions. Classical assumption tests were performed, including validity and reliability testing, normality tests, multicollinearity, and heteroskedasticity checks. Hypothesis testing was carried out using multiple linear regression analysis to examine the main effects, and moderated regression analysis (MRA) to test the role of organizational culture as a moderating variable. The significance of models was assessed using F-tests, t-tests, and coefficients of determination (R^2).

F. Operationalization of Variables

The dependent variable in this study is human resource productivity (Y), which reflects the ability of employees to achieve work targets effectively and efficiently. Productivity was measured through indicators such as work output, timeliness, discipline, and work motivation.

The independent variables consist of three constructs. First, occupational safety (X1), which refers to employees' protection from risks of accidents at the workplace. Measurement indicators include safety procedures, equipment usage, and workplace environment. Second, occupational health (X2), which refers to efforts to maintain employees' physical, mental, and social well-being. Indicators cover air quality, lighting, workspace conditions, and access to health facilities. Third, performance appraisal (X3), defined as the systematic evaluation of employee performance against predetermined standards. Indicators include quality of work, timeliness, initiative, communication, and adherence to targets.

The moderating variable is organizational culture (X4), conceptualized as a set of shared values, norms, and practices that guide behavior within organizations. It was measured through dimensions such as innovation, stability, people orientation, result orientation, attention to detail, and collaboration.

G. Conceptual Framework and Hypotheses

Based on Human Capital Theory, investments in safety, health, and performance systems are essential to enhance employees' capacity and productivity. The Multiple Causation Theory further emphasizes that accidents result from a combination of unsafe acts, unsafe conditions, and managerial weaknesses, highlighting the need for integrated safety and appraisal programs supported by organizational culture.

In this study, three independent variables—occupational safety (X1), occupational health (X2), and performance appraisal (X3)—are expected to influence human resource productivity (Y). Organizational culture (Z) is positioned as a moderating variable that strengthens or weakens the effects of these independent variables on productivity.

- H1: Occupational safety has a positive and significant effect on human resource productivity. H2: Occupational health has a positive and significant effect on human resource productivity. H3: Performance appraisal has a positive and significant effect on human resource productivity.
- H4: Organizational culture moderates the relationship between occupational safety and human resource productivity.
- H5: Organizational culture moderates the relationship between occupational health and human resource productivity.
- H6: Organizational culture moderates the relationship between performance appraisal and human resource productivity.

Results and Discussion

The validity test shows that all items used in the questionnaire have correlation coefficients greater than 0.30, indicating that all items are valid. The reliability test also demonstrates Cronbach's Alpha values above 0.70 for each variable, confirming that the measurement instruments are reliable. The regression model fulfills the classical assumptions of normality, multicollinearity, and heteroscedasticity, ensuring that the model is appropriate for hypothesis testing. The regression analysis resulted in the following equation:

$$Y = 2.307 + 0.293X1 + 0.506X2 \quad \text{.....(1)}$$

Where:
Y: human resource productivity,
X1: occupational safety management audit, and
X2: performance appraisal.

The coefficient of determination (R^2) shows a value of 0.83, meaning that 83% of the variance in human resource productivity is explained by occupational safety, occupational health, and performance appraisal, while the remaining 17% is explained by other variables not included in this study. The F-test shows that occupational safety, occupational health, and performance appraisal simultaneously have a significant effect on human resource productivity (F = [value], Sig. = 0.000 < 0.05). This indicates that the regression model is feasible to use for further analysis.

Occupational safety management audit (X1) has no significant effect on human resource productivity (t = [value], Sig. > 0.05). Occupational health (X2) has no significant effect on human resource productivity (t = [value], Sig. > 0.05). Performance appraisal (X3) has a significant effect on human resource productivity (t = [value], Sig. = 0.000 < 0.05). The MRA results show that organizational culture (Z) acts as A predictor and moderator between occupational safety management audit and productivity. A quasi-moderator between occupational health and productivity. A predictor moderator between performance appraisal and productivity. This demonstrates that organizational culture strengthens the influence of safety and appraisal systems on human resource productivity.

Discussion

A. Effect of Occupational Safety on Productivity

The results indicate that occupational safety programs, when tested partially, do not significantly influence productivity. This finding suggests that compliance with safety procedures alone is insufficient to drive employee performance if not accompanied by awareness and cultural reinforcement. According to the Multiple Causation Theory [10], accidents and productivity disruptions result from a combination of unsafe acts,

environmental conditions, and managerial shortcomings. This is consistent that safety systems in Indonesian manufacturing firms are effective only when supported by strong employee participation and organizational culture [11], [21].

B. Effect of Occupational Health on Productivity

Occupational health also showed no significant direct effect on productivity. From the perspective of Human Capital Theory [22], health represents an investment that should enhance employees' physical, mental, and social capabilities. However, its impact may be long-term and require integration with other HR practices. Recent studies [8], [21] demonstrate that occupational health programs improve productivity when combined with supportive management and culture, suggesting that health initiatives must go beyond compliance to create tangible outcomes.

C. Effect of Performance Appraisal on Productivity

Performance appraisal was found to significantly and positively influence productivity. This aligns with Human Capital Theory, as evaluation systems help organizations align individual goals with corporate objectives while motivating employees through feedback and recognition. A fair and transparent appraisal system provides developmental value, enhancing employee engagement and performance. Similar results found that structured appraisal processes significantly improved motivation and productivity in Indonesian enterprises [23].

D. The Moderating Role of Organizational Culture

Organizational culture plays a crucial and multidimensional role in shaping how occupational safety, employee health, and performance appraisal systems influence overall productivity. A strong and cohesive culture does more than merely support formal policies; it creates shared values and norms that reinforce compliance with safety procedures, encourage health-conscious behaviors, and enhance employees' acceptance of appraisal mechanisms. When employees collectively internalize these norms, safety practices become habitual, health initiatives gain genuine participation, and appraisal outcomes are viewed as fair and constructive. Consequently, the positive effects of safety, health, and appraisal systems on productivity are amplified. The findings of this study demonstrate that organizational culture functions not only as a predictor of productivity outcomes but also as a significant moderator that strengthens the relationships among these variables. In several instances, culture operates as a quasi-moderator, meaning it both predicts productivity directly and conditions the influence of other organizational factors. Organizational culture is a critical factor in the success of HR practices [7], [23].

E. Theoretical and Practical Implications

Theoretically, this study strengthens Human Capital Theory by showing that HR investments (safety, health, appraisal) require cultural reinforcement to maximize impact. It

also supports the Multiple Causation Theory, highlighting that productivity and accident prevention are influenced by multiple interacting factors rather than single variables. Practically, the findings suggest that companies should integrate occupational safety and health programs with fair appraisal systems, while simultaneously fostering a strong organizational culture. This integration will minimize accidents and sustainably improve human resource productivity.

Conclusion

This study examined the effects of occupational safety management audits, occupational health, and performance appraisal on human resource productivity, with organizational culture as a moderating variable, in four manufacturing companies in Palembang. The findings reveal that, simultaneously, safety, health, and appraisal programs significantly affect productivity. However, when tested individually, only performance appraisal demonstrated a significant positive effect, while occupational safety and health showed no direct significant impact. Furthermore, organizational culture played a crucial moderating role, strengthening the effects of safety management audits and performance appraisal, and acting as a quasi-moderator for occupational health. The results support Human Capital Theory, emphasizing that investments in people, such as appraisal and safety programs, enhance productivity when supported by a strong cultural environment. The study also aligns with the Multiple Causation Theory, which highlights that accidents and productivity outcomes result from multiple interacting factors rather than single causes.

Limitations and Suggestions

This study was limited to four manufacturing companies in Palembang with 52 respondents, which may restrict the generalizability of the findings to other sectors or regions. In addition, the study relied solely on survey data, which may be subject to response bias. Future research could expand the sample size, involve multiple industries, and apply mixed methods (quantitative and qualitative) to gain deeper insights into the dynamics of safety, health, appraisal, and organizational culture. Longitudinal studies are also recommended to assess the long-term effects of occupational safety and health programs on productivity.

Conflict of Interest

The authors declare that there is no conflict of interest.

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