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The Effect of Top Management Support and Occupational Safety and Health (OSH) Programs on Employee Performance with Rewards as a Mediating Variable at PT Argo Manunggal Triasta Tangerang

Nancy Chitrayana, Daniel Widjaja
Universitas Kristen Krida Wacana, Indonesia
Email: nancychitrayana@gmail.com, daniel.widjaja@ukrida.ac.id

ABSTRACT

Top management support is crucial to the success of an Occupational Health and Safety (OHS) program. However, the mediating role of rewards in this relationship requires further investigation. While previous studies have established the importance of top management support and OHS programs, the specific role of rewards in mediating these relationships with employee performance remains underexplored. This study aimed to analyze the role of rewards in influencing the relationship between top management support and OHS programs on employee performance at *PT. Argo Manunggal Triasta* in Tangerang. A quantitative approach was employed with 102 employees of *PT. Argo Manunggal Triasta* selected through random sampling techniques. Data were collected using a questionnaire with a 5-point Likert scale and analyzed using Structural Equation Modeling (SEM) with Smart PLS 4. The findings indicate that reward provision (variable Z) significantly mediates the influence of top management support (variable X1) on employee performance (variable Y) with a t-statistic of 2.642 > 1.96 and a p-value of 0.008 < 0.05. The OHS program (variable X2) also significantly influences employee performance with a t-statistic of 2.728 > 1.96 and a p-value of 0.006 < 0.05. Companies should maximize top management support by implementing comprehensive reward policies, including bonuses, wage increases, and recognition awards, to motivate employees and enhance OHS program implementation effectiveness.

Keywords: Top Management Support, OHS Program, Reward Provision, Employee Performance

INTRODUCTION

Human resources are an important factor that determines the progress or decline of an organization. Every organization wants and strives to obtain human resources that can realize and achieve the organization's goals (Bohlander & Snell, 2023; Darmawan et al., 2020; Gerhart & Feng, 2021; Saks, 2022; Terziev, 2019). Human resources are a valuable and beneficial asset to an organization, as the success or failure of an organization's operations is determined by its human elements. Notoatmodjo (2009) states that humans, as one of several components within an organization, are the key resource in achieving organizational goals such as vision and mission (Bukhari & Pasaribu, 2020; Hidayat, 2021; K. Arisanti, A. Santoso, 2019; Natalia Susanto, 2019).

Of course, the organization's goals will be achieved if supported by maximum performance from qualified human resources. Performance is a measure of achievement or results in managing and running an organization, which relates to everything that the organization will or has accomplished within a certain period. Company performance is the result of a specific work process planned at a certain time and place by the employees and the organization concerned (Dewa, 2021; Mulyana et al., 2021; Rahman et al., 2017; Siswadi & Fahmi, 2023; Sukidi & Wajdi F., 2017).

A study conducted by The Boston Consulting Group (BCG) in 2016 found that Indonesia has low performance and a lack of qualified workers. This low performance means that Indonesia is not ready to face high economic growth. In 2023-2024, Indonesia's Human Development Index (HDI) stood at 0.713, an increase of 0.008 points from the previous year. Indonesia's HDI has been steadily rising and is now in the high category. However, Indonesia ranks lowest among its ASEAN-5 neighbors and is in 112th place globally (Source: www.kompas.com).

In addition to the issue of low worker performance in Indonesia, awareness of the importance of Occupational Safety and Health (OSH) in Indonesia is also low because it is often neglected, even though the implementation of OSH has a significant impact on worker performance. In Indonesia, data from the Ministry of Manpower of the Republic of Indonesia shows that in 2023, there were 370,747 workplace accidents, and in 2024, there were 462,241 cases (Source: www.satudata.kemnaker.go.id).

In today's Industry 5.0 era, workplace safety is no longer just a legal obligation but an integral part of smart business strategy. The workplace is becoming increasingly complex, filled with advanced technology, hybrid work patterns, and new, invisible risks. In addition to physical hazards, there are now mental pressures resulting from changing work methods, such as remote work or heavier workloads. These factors can impact workers' health and morale if not properly addressed. The government, through the Ministry of Labor, aims to ensure that occupational safety and health (OSH) remains a priority so that workers can work safely and comfortably.

The *K3* program is not just about rules but a comprehensive transformation that combines competent human resources, digital technologies such as AI and IoT, and regulatory updates to ensure a safer, more productive, and adaptive workplace. To successfully implement this OSH program, full support from company management is essential. While many companies recognize the importance of OSH, its implementation is often hindered by a lack of commitment and strong support from top management. This can be seen in various aspects, including insufficient budget allocation, inadequate OSH training, and lack of strict oversight of OSH program implementation.

According to data from the International Labor Organization (ILO), every year there are more than 250 million accidents in the workplace, and more than 160 million workers become ill due to workplace hazards. Furthermore, 1.2 million workers die as a result of accidents and illnesses in the workplace (Nugraha & Yulia, 2019). These figures indicate that the human and social costs of production are too high. Measures to improve workplace safety and health do not have to be expensive. However, like improvements in operations or sales, they must be implemented as a long-term commitment by workers, managers, and their representatives. The level of commitment can only be built if workers, supervisors, and managers collaborate to create a workplace safety and health system that they understand and trust (Sustainable Competitiveness and Corporate Responsibility (SCORE). Module 2, Quality: Continuous Quality Improvement, 2013).

Top management support is key to the success of OSH programs. Without strong commitment from the highest level of the company, OSH programs are difficult to implement effectively and sustainably. Previous studies have shown the importance of top management

support as a critical factor across various stages of activities. Effective planning and support from top management are almost always essential for the program's success. Therefore, organizational leadership must develop employees and create a motivating environment that leads to high performance levels (Hertati et al., 2021). In addition to top management support and *K3* programs, rewards also play an important role in improving employee performance. Rewards or incentives are a common Human Resources Management (HRM) practice used to recognize and compensate employees who perform well.

According to Robbins (2001), recognition and appreciation given by management to employees not only improve the relationship between the two but also create a more productive work environment. With the provision of rewards, employees feel that their efforts and contributions are valued, which in turn can increase their morale and performance. However, the effect of rewards on employee performance is not automatic but depends on the form and how the rewards are given and perceived by employees. This shows that rewards need to be tailored to the needs and expectations of employees. Support from top management is very important in this regard, as management that understands employee needs will be better able to provide appropriate and adequate rewards, thereby maximizing their positive impact on employee performance (Hertati et al., 2021).

PT. Argo Manunggal Triasta is a subsidiary of *Argo Manunggal Group*, which has been operating in the textile industry since 1977. The company produces high-quality textiles from cotton and polyester or cotton blends. *PT. Argo Manunggal Triasta* has a vision of a culture of discipline, a culture of order, and a culture of work, as well as a mission: first, to encourage and create "excellence through unity"; and second, that cooperation and teamwork are clear evidence that this business group, which has various divisions and business units, works together effectively and efficiently.

Currently, the company provides facilities such as employee dormitories, *BPJS* Health Insurance, *BPJS* Employment Insurance, holiday allowances, a medical center, places of worship, sports fields, a cooperative, and an employee cafeteria. The company currently has around 550 employees.

PT. Argo Manunggal Triasta is committed to participating in the government program created by the Ministry of Manpower, which is to successfully implement the *K3* Management System to increase productivity in the company. Therefore, various Occupational Safety and Health (OSH) programs have been developed, aimed at improving productivity and employee performance, such as fire safety training, health talks, emergency response procedures, audits, provision of personal protective equipment, regular health checks for employees, and others. To implement all these programs, full support from the top management of *PT. Argo Manunggal Triasta* is required.

Previous studies have examined various aspects of management support and OSH programs in different contexts. Pham et al. (2016) investigated top management support in Vietnamese manufacturing companies, finding that management support does not always correlate significantly with employee performance without other supporting variables. Similarly, Ramadhan et al. (2022) found that OSH programs at a clinic in Pasuruan do not directly influence employee performance. However, studies by Lipuku et al. (2022) and

Nurusshobakh (2017) demonstrated that reward systems significantly enhance employee performance.

Despite these findings, there remains a significant research gap in understanding the mediating role of rewards in the relationship between top management support, OSH programs, and employee performance, particularly in the Indonesian textile manufacturing context. Most existing studies examine these variables independently rather than as an integrated system with reward mediation.

The novelty of this research lies in its comprehensive examination of the mediating role of rewards in the relationship between top management support, OSH programs, and employee performance within the Indonesian textile manufacturing sector. This study contributes to the literature by providing empirical evidence of how reward systems can serve as a critical mechanism linking management initiatives and safety programs to improved employee performance outcomes.

The urgency of this research stems from the critical need to address Indonesia's low workforce performance and inadequate OSH awareness, which significantly impact organizational productivity and employee well-being. With Indonesia ranking 112th globally in Human Development Index and experiencing 462,241 workplace accidents in 2024, there is an immediate necessity to understand effective mechanisms for improving employee performance through strategic management approaches.

Based on the identified research gaps and the specific context of *PT. Argo Manunggal Triasta*, this study aims to: (1) analyze the direct effects of top management support on employee performance, (2) examine the direct effects of OSH programs on employee performance, (3) investigate the mediating role of rewards in the relationship between top management support and employee performance, and (4) evaluate the mediating role of rewards in the relationship between OSH programs and employee performance.

The benefits of this research include: (a) theoretical contribution to understanding reward mediation mechanisms in organizational behavior, (b) practical implications for *PT. Argo Manunggal Triasta* in optimizing their management and OSH strategies, (c) policy recommendations for Indonesian manufacturing companies regarding integrated approaches to performance improvement, and (d) methodological contributions to SEM-based research in industrial psychology and organizational behavior.

METHOD

This study uses a quantitative analysis research model with a questionnaire as the research instrument. The questionnaire is designed to cover topics such as performance, top management support, occupational health and safety (OHS) programs, and rewards. The observational results are presented through quantitative measurements, specifically numerical values derived using basic mathematical operations (addition, subtraction, division, multiplication). Subsequently, statistical calculations are performed to obtain the statistical values needed to draw conclusions from the research. The quantitative method in this research aims to describe the characteristics of the variables and identify the relationships between the research variables. The research variables in this study are top management support, occupational safety and health (OHS) programs, reward systems, and performance.

In this study, the selected population comprises employees working at *PT. Argo Manunggal Triasta*. The minimum sample size required for using SEM (Structural Equation Model) according to Hair et al. (2010) is 100–200 respondents, which can be determined by multiplying the number of indicators by 5 to 10. Therefore, it can be concluded that the sample size required for this study is 102 respondents (17 indicators × 6), who will be selected randomly.

RESULTS AND DISCUSSION

Respondent Characteristics

In this study, which involved a number of respondents, the researchers attempted to process the available data and categorize it according to the characteristics of the respondents in order to sharpen the analysis. Therefore, the researchers began by discussing the number of respondents. This study involved a total of 102 respondents, with the majority being male (69%) compared to female (31%). The age distribution of the participants was varied, with the largest group being those over 51 years old (33%), followed by respondents aged 21-30 (28%). Those aged 31-40 and 41-50 each constituted 19% of the sample, while only one respondent was under 20 years old.

In terms of education, the vast majority of respondents were high school graduates (71%), followed by bachelor's degree holders (18%). A smaller proportion had a diploma (5%) or were junior high school graduates (6%). Regarding their professional background, more than half of the respondents (54%) had over 10 years of service, and the most common employment status was contract worker (74%), followed by permanent employees (24%), with a very small number being daily workers (2%).

Data Analysis

The model to be estimated and tested in this study can be described as follows:

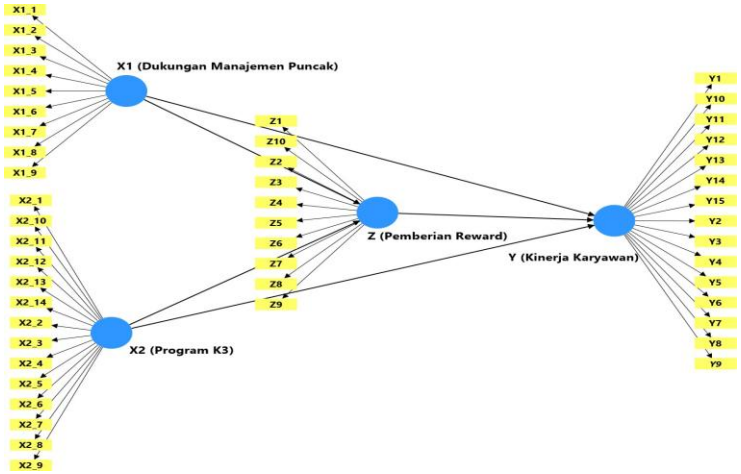

Figure 1. Research Model

Source: Author's data

From the figure above, it can be seen that the research model consists of four construct variables, namely Variable X1 is the Influence of Top Management Support, Variable X2 is the Occupational Safety and Health (OSH) Program, and Variable Z is the Provision of Rewards as

exogenous construct variables, and Variable Y is Employee Performance as an endogenous construct variable. In this study, the Reward Provision variable will be tested as a mediating variable.

Validity and Reliability Testing - Outer Model Testing

In the first stage, the research instruments will be tested for validity and reliability. They are considered valid if the indicators that reflect the construct variables are valid tools for measuring the variables. Reliability means that the measuring tools are consistent in measuring each variable. Validity and reliability testing was conducted using algorithms in Smart PLS 4, which produced indicator values (loading factors) as shown in the figure below.

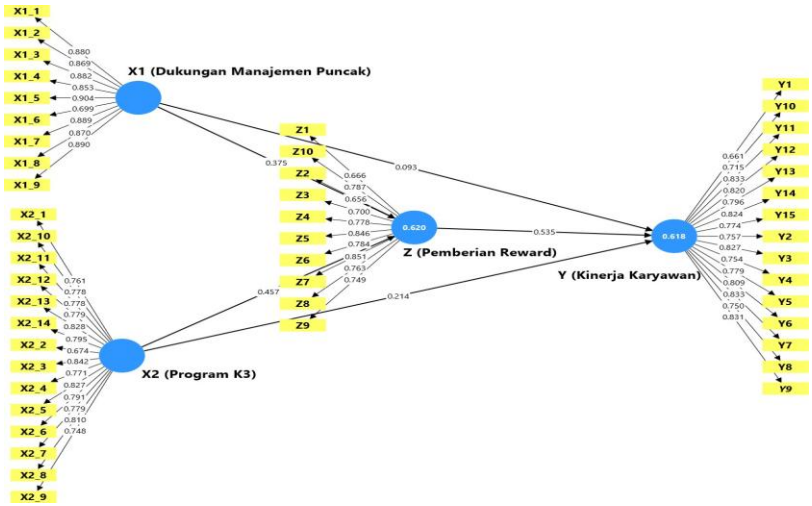

Figure 2. Validity and Reliability Testing

Source: Author's data

An indicator is considered valid if it has a loading factor > 0.7, although a loading factor > 0.5 is still acceptable. The loading factors of all variable indicators can be seen in the table below:

Table 1. Indicator Loading Factor

Variable	Indicator	*Load Factor*	Description
Top Management Support (X1)	X1_1	0.880	Valid
	X1_2	0.869	Valid
	X1_3	0.882	Valid
	X1_4	0.853	Valid
	X1_5	0.904	Valid
	X1_6	0.699	Valid
	X1_7	0.889	Valid
	X1_8	0.870	Valid
	X1_9	0.890	Valid
	X2_1	0.761	Valid
	X2_2	0.674	Valid
	X2_3	0.842	Valid
	X2_4	0.771	Valid

Variable	Indicator	*Load Factor*	Description
Occupational Safety and Health Program (X2)	X2_5	0.827	Valid
	X2_6	0.791	Valid
	X2_7	0.779	Valid
	X2_8	0.810	Valid
	X2_9	0.748	Valid
	X2_10	0.778	Valid
	X2_11	0.778	Valid
	X2_12	0.779	Valid
	X2_13	0.828	Valid
	X2_14	0.795	Valid
Reward Giving (Z)	Z1	0.666	Valid
	Z2	0.656	Valid
	Z3	0.700	Valid
	Z4	0.778	Valid
	Z5	0.846	Valid
	Z6	0.784	Valid
	Z7	0.851	Valid
	Z8	0.763	Valid
	Z9	0.749	Valid
	Z10	0,787	Valid
	Y1	0,661	Valid
	Y2	0.757	Valid
	Y3	0.827	Valid
	Y4	0.754	Valid
	Y5	0.779	Valid
	Y6	0.809	Valid
	Y7	0.833	Valid
Performance (Y)	Y8	0.750	Valid
	Y9	0.831	Valid
	Y10	0.715	Valid
	Y11	0.833	Valid
	Y12	0.820	Valid
	Y13	0.796	Valid
	Y14	0.824	Valid
	Y15	0.774	Valid

Source: Smart PLS Output (2025)

From the loading factors in the table above, it can be seen that almost all indicators have loading factors > 0.7 on their construct variables, so it can be said that all of these indicators are valid. Only the indicators for variables X1_6, X2_2, Z1, Z2, and Y1 have loading factors < 0.7 but are still above 0.5, and can still be considered valid and acceptable.

The next indicator validity check will be done with discriminant validity using cross loading and Fornel Larcker tests. Cross loading testing is done by seeing if the indicator loading

factor on the construct variable is bigger than the loading factor on other construct variables, as shown in the table below:

Table 2. ***Cross Loading***

Indicator	Top Management Support (X1)	Occupational Safety and Health Program (X2)	Reward Giving (Z)	Performance (Y)
X1_1	0.880	0.670	0.662	0.559
X1_2	0.869	0.673	0.634	0.566
X1_3	0.882	0.690	0.644	0.563
X1_4	0.853	0.646	0.593	0.516
X1_5	0.904	0.691	0.676	0.596
X1_6	0.699	0.587	0.508	0.552
X1_7	0.889	0.737	0.660	0.624
X1_8	0.870	0.717	0.645	0.561
X1_9	0.890	0.705	0.666	0.542
X2_1	0,711	0,761	0,639	0,560
X2_2	0.388	0.674	0.528	0.497
X2_3	0.753	0.842	0.666	0.563
X2_4	0.622	0.771	0.568	0.581
X2_5	0.770	0.827	0.676	0.616
X2_6	0.509	0.791	0.478	0.480
X2_7	0.489	0.779	0.570	0.537
X2_8	0.609	0.810	0.601	0.578
X2_9	0.532	0.748	0.543	0.581
X2_10	0.587	0.778	0.597	0.495
X2_11	0.534	0.778	0.552	0.457
X2_12	0.716	0.779	0.612	0.541
X2_13	0.650	0.828	0.580	0.601
X2_14	0.721	0.795	0.614	0.449
Z1	0.375	0.389	0.666	0544
Z2	0.570	0.463	0.656	0.421
Z3	0.469	0.523	0.700	0.493
Z4	0.502	0.570	0.778	0.595
Z5	0.692	0.686	0.846	0.598
Z6	0.609	0.545	0.784	0.560
Z7	0.773	0.673	0.851	0.676
Z8	0.656	0.636	0.763	0.554
Z9	0.373	0.529	0.749	0.638
Z10	0.499	0.641	0.787	0.698
Y1	0.262	0.346	0.457	0,661
Y2	0.370	0.458	0.537	0.757
Y3	0.499	0.453	0.583	0.827
Y4	0.421	0.420	0.558	0.754
Y5	0.550	0.489	0.561	0.779
Y6	0.521	0.552	0.536	0.809
Y7	0.528	0.488	0.576	0.833

Indicator	Top Management Support (X1)	Occupational Safety and Health Program (X2)	Reward Giving (Z)	Performance (Y)
Y8	0.388	0.460	0.518	0.750
Y9	0.526	0.588	0.676	0.831
Y10	0.459	0.496	0.599	0.715
Y11	0.541	0.600	0.613	0.833
Y12	0.554	0.579	0.610	0.820
Y13	0.572	0.678	0.659	0.796
Y14	0.655	0.649	0.659	0.824
Y15	0.700	0.707	0.751	0.774

Source: Output Smart PLS (2025)

The loading factor of the variable indicator Top Management Support (X1_1, X1_2, X1_3, X1_4, X1_5, X1_6, X1_7, X1_8, X1_9) has the highest loading factor in its construct variable, namely Top Management Support, compared to its loading factor in other variables. For example, indicator X1_1 has a loading factor of 0.880 on the Top Management Support variable. This value is higher than its loading factor on the Occupational Safety and Health Program variable (0.761), higher than its loading factor on the Reward Provision variable (0.666), and higher than its loading factor on the Employee Performance variable (0.661). Similarly, other indicators also have higher loading factors on their construct variables compared to other variables. Therefore, it can be concluded that under the cross-loading principle, no serious issues related to indicator validity were found.

Next, validity testing using Smart PLS was conducted through the Fornel Larcker test by comparing the AVE (Average Variance Extracted) root values for each construct variable with the correlation values between each construct in the model. It is said that good discriminant validity is indicated by the AVE root value for each construct being greater than the correlation value between constructs in the model. The Fornel Larcker test values can be seen in the table below.

Table 3. Fornell Larcker Values

Variable	Support from Top Management	Safety and Health Program Work	Performance	Reward Giving
Top Management Support (X1)	**0.862**			
Occupational Safety and Health Program (X2)	0.790	**0.784**		
Performance Employees (Y)	0.656	0.690	**0.786**	
Giving Rewards (Z)	0.736	0.753	0.765	**0.761**

From the Fornell Larcker table above, it can be seen that the AVE root correlation of Top Management Support (0.862) is greater than its correlation with the variables of Occupational Safety and Health Program (0.784) and Performance (0.786), as well as with Reward Giving (0.761). Similarly, for the other variables, the AVE root correlation for each variable (diagonal)

is greater than its correlation with other variables. From these results, it can be concluded that there are no issues with the validity of the research indicators.

After checking the validity of the instrument or indicators, the next step is to check the reliability or consistency of the research variables. This is done by checking the Cronbach Alpha value, composite reliability, and root of Variance Extracted (AVE) as shown in the table below:

Table 4. Reliability Testing

Variable	*Cronbach Alpha*	Composite Reliability (Rho_a)	Composite Reliability (Rho_c)	Average AVE
Top Management Support (X1)	0.956	0.958	0.963	0.742
Occupational Safety and Health Program (X2)	0.952	0.953	0.957	0.615
Employee performance (Y)	0.956	0.959	0.960	0.617
Reward Giving (Z)	0.918	0.925	0.932	0.579

Source: Smart PLS Output

Composite Reliability is a measurement used to determine the true reliability value of a construct if the available data has a Composite Reliability value > 0.7, although a value of 0.6 is still acceptable. Meanwhile, Cronbach's Alpha measures the lower limit of the reliability value of a construct, and is considered good if it has a value of >0.7 for confirmatory research and a value >0.6 is still acceptable for exploratory research. Meanwhile, the average AVE value must be > 0.5 for a variable to be considered consistent or reliable.

The table above shows that all variables have a Composite Reliability value >0.7, as well as a Cronbach Alpha value >0.7 and an average AVE value for all variables >0.5. Thus, all research variables are considered reliable.

Structural Testing - Inner Model Testing

The test was conducted to examine the accuracy of the model (goodness of fit), namely to test whether the constructed construct was accurate. More specifically, tests were conducted to see whether the previously hypothesized relationship between exogenous and endogenous constructs had been confirmed. To generate values for the tests, a method was used. The indicators used in evaluating the model or inner model were R-Square or the coefficient of determination, and Q-Square or prediction relevance.

The purpose of the coefficient of determination test, often referred to as R-square (R2), is to determine or predict the ability of exogenous constructs to explain endogenous constructs. The R-Square value can explain how much of the variation in a particular exogenous construct can be explained by endogenous constructs related to the influence of Ave.

The R-Square value or coefficient of determination ranges from 0 to 1. If the R-Square value is very small, this indicates that the strength or ability of the model to explain the endogenous construct is very limited. If the R-Square value is close to 1, this means that the exogenous construct provides most of the information needed to predict the variation in the

endogenous construct. According to Chin (1998), an R-Square value of 0.67 indicates strong model parameters, a value of 0.33 indicates moderate model parameters or that the model can only explain some of the data variation, and a parameter value of 0.19 indicates a weak model or one that cannot explain most of the variation in the data.

Table 5. R-Square Values

	R-Square	***R-Square Adjusted***
Employee Performance (Y)	0,618	0,606
Reward Giving (Z)	0,620	0,612

Source: Smart PLS Output (2025)

From the table above, it can be seen that the R-Square value for the endogenous variable of employee performance is 0.618. This means that 61.8% of the variation in employee performance can be explained by Top Management Support, Occupational Safety and Health Programs, and Reward Provision. The remaining 38.2% is explained by other variables not examined in this study. The R-Square value for the reward provision variable is 0.620. This means that 62% of the variation in reward provision can be explained by Top Management Support, Occupational Safety and Health Programs (OSH), and Performance. The remaining 38% is explained by other variables not examined in this study.

Meanwhile, the prediction relevance test (Q-Square or Q2) serves to measure the extent of the influence of the structural model on the observation measurements for endogenous latent variables or constructs, or to validate the model's predictive ability. There are several categories of interpretation for Q-square values: a Q-Square value < 0 means the model has no predictive relevance, a Q-Square value of 0.02-0.15 means small predictive relevance, a Q-Square value of 0.15-0.35 means medium predictive relevance, and a Q-Square value > 0.35 means large predictive relevance. The Q-Square value can be obtained from:

$$Q\text{-}Square = Q^2 = 1 - (1-R1^2)(1-R2^2)\ldots(1-Rn^2)$$

Where R 2, R 2 …. R 2 is the R-Square of the endogenous variable in the equation model. Q2 has a value range of $0 < Q^2 < 1$, where the closer it is to 1, the better the model. In this study, the Q-Square predict obtained is 0.395 for variable Y (employee performance) and 0.585 for variable Z (reward giving), which means the model has large predictive relevance or good prediction.

Table 6. Q-Square Values

Variables	**Q^2 predict**
Y (employee performance)	0,395
Z (reward giving)	0,585

Hypothesis Testing and Discussion

Hypothesis testing is done by comparing the t-statistic value with the t-table. In this study, a confidence level of 95% was used, so the value in the t-table is 1.96. The hypothesis is accepted if the t-statistic value is greater than 1.96. Hypothesis testing can also be performed by comparing the p-value with an alpha level of 5%. Therefore, the hypothesis will be accepted if the p-value is less than 0.05 in the test results.

To obtain the hypothesis testing value, bootstrapping was performed with the following results:

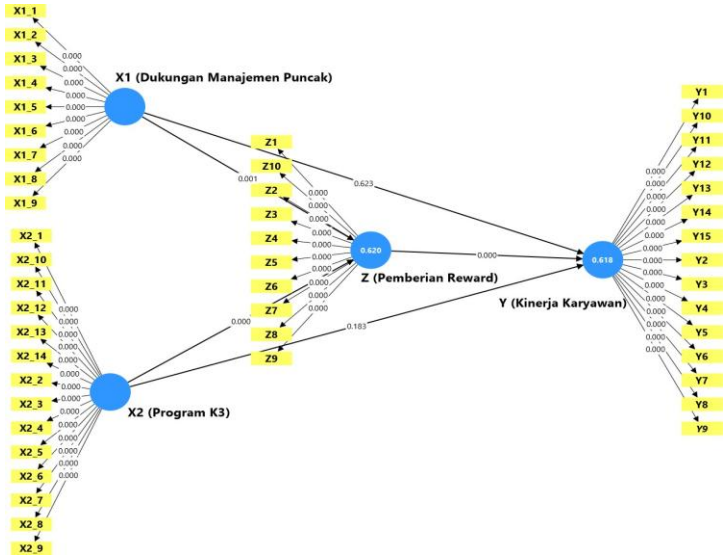

Figure 3. Hypothesis Testing Conducted Through Bootstrapping
Source: Smart PLS Output

Next, testing was conducted by looking at the t-statistic and p-value values as shown in the table below.

Table 7. Direct Effects

Influence	Coefficient	T-Statistics	*P-Value*
X1◊Y (Top Management Support ◊ Employee Performance)	0,093	0,491	**0,623**
X1◊Z (Top Management Support ◊	0,375	3,250	**0,001**
Reward Giving)	0,214	1,331	**0,183**
X2◊Y (K3 Program ◊ Employee Performance)	0,457	3,747	**0,000**
X2◊Z (K3 Program ◊ Reward Giving)	0,535	4,484	**0,000**

Source: SmartPLS output (2025)

First Hypothesis: Top Management Support Has a Positive Influence on Employee Performance

The effect of top management support on employee performance is 0.093. This means that there is a negative effect between top management support and employee performance. The t-statistic value is 0.491 < 1.96 and the p-value is 0.623 > 0.05. These results indicate that there is insufficient evidence to conclude that top management support has a positive and significant effect on employee performance. Therefore, the first hypothesis in this study is rejected.

The results of this hypothesis testing show that support from top management does not have a significant effect on employee performance. This means that support from top management does not always improve employee performance. The results of this study, as revealed in the study by Pham et al. (2016) conducted on manufacturing companies in Vietnam,

found that top management support does not always correlate significantly with employee performance; there need to be other supporting variables. (Pham et al., 2016)

Second Hypothesis: Support from top management has a positive effect on the provision of rewards.

The effect of top management support on reward giving is 0.375. This means that there is a positive effect between top management support and reward giving. The t-statistic value is 3.250 > 1.96 and the p-value is 0.001 < 0.05. These results indicate that there is sufficient strong and significant evidence that top management support has a positive and significant effect on reward distribution. Therefore, the second hypothesis in this study is accepted.

Based on Table 7 above, the results of this hypothesis testing imply that with full support from top management, the rewards given to employees will also increase. This hypothesis supports the theory proposed by Eisenberger et al. (1986) regarding perceived organizational support (POS): "The higher the perceived support from top management, the higher the likelihood that the company will provide rewards to employees." Employees will feel supported by the provision of rewards as a form of reciprocal relationship from the organization.

Third Hypothesis: Occupational Safety and Health (OSH) programs have a positive effect on employee performance.

The effect of the Occupational Safety and Health (OSH) Program on employee performance is 0.214. This means that there is a negative effect between the OSH Program and employee performance. The t-statistic value is 1.331 < 1.96 and the p-value is 0.183 > 0.05. These results indicate that there is insufficient evidence to suggest that the Occupational Safety and Health (OSH) Program has a positive effect on employee performance. Therefore, the third hypothesis in this study is rejected.

Based on Table 7 above, the results of this hypothesis testing imply that the Occupational Safety and Health (OSH) programs developed by company management do not always improve employee performance. This hypothesis suggests that the OSH programs implemented do not have a significant impact on employee performance. The findings of this study align with a previous study conducted by Ramadhan et al. (2022) at a clinic in Pasuruan, which stated that OSH programs do not directly influence employee performance. (Ramadhan et al., 2024)

Fourth Hypothesis: Occupational Safety and Health (OSH) programs have a positive effect on the provision of rewards.

The effect of the Occupational Safety and Health (OSH) Program on reward giving is 0.457. This means that there is a positive effect between the Occupational Safety and Health (OSH) Program and reward giving. The t-statistic value is 3.747 > 1.96 and the p-value is 0.000. These results indicate that there is sufficient strong and significant evidence between the OSH program and reward distribution. Therefore, the fourth hypothesis in this study is accepted.

Based on Table 7 above, the results of this hypothesis testing imply that the better the OSH program created by the company, the more it encourages the company to offer increasingly attractive rewards for employees to obtain. This hypothesis supports the theory proposed by Skinner (1953), who stated, "The implementation of a good K3 program will encourage companies to provide rewards as a form of reinforcement for safe work behavior."

According to this reinforcement theory, behavior followed by positive consequences (rewards) tends to be repeated. K3 programs are often accompanied by the provision of rewards to promote a safe work culture for employees.

Fifth Hypothesis: Rewards have a positive effect on employee performance.

The effect of rewards on employee performance is 0.535. This means that there is a positive effect between rewards and employee performance. The t-statistic value is 4.484 and the p-value is 0.000. These results show that there is strong and significant evidence of a relationship between rewards and employee performance. Thus, the fifth hypothesis in this study is accepted.

Based on Table 7 above, the results of this hypothesis testing imply that the more attractive the rewards offered by the company, the more enthusiastic employees will be to obtain them, thereby improving employee performance. This hypothesis aligns with the findings of Lipuku et al. (2022), which indicate that incentive programs and compensation have a significant positive relationship with employee performance. These findings are also consistent with those of Nurusshobakh (2017) in Kediri, who found that rewards significantly enhance employee performance.

Table 8. Indirect Influence - Mediation

Influence	Coefficient	T-statistic	P-value
X1◊Z◊Y (Top Management Support ◊ Reward Giving ◊ Employee Performance)	0,201	2,642	**0,008**
X2 ◊Z◊Y (K3 Program ◊ Reward Giving ◊ Employee Performance)	0,244	2,728	**0,006**

Source: Smart PLS Output (2025)

Sixth Hypothesis: Rewards mediate the influence of top management support on employee performance.

The mediation of reward giving on the influence of top management support on employee performance is 0.201. This means that there is positive mediation from reward giving on the influence of top management support on employee performance. The t-statistic value of 2.642 > 1.96 and the p-value of 0.008 < 0.05 indicate sufficient evidence to conclude that reward distribution mediates the influence of top management support on employee performance. Thus, the sixth hypothesis in this study is accepted.

Based on Table 8 above, the results of this hypothesis testing imply that the more attractive or numerous the rewards given by the company, the greater the support from top management to improve employee performance. The provision of rewards will encourage the influence of top management support on employee performance to be even better. This means that the provision of rewards can mediate the influence of top management support on employee performance.

Seventh Hypothesis: Rewards mediate the effect of Occupational Safety and Health (OSH) Programs on Employee Performance

The mediation of reward giving on the effect of the Occupational Safety and Health (OSH) Program on employee performance is 0.244. This means that there is positive mediation from reward giving on the effect of the Occupational Safety and Health (OSH) Program on employee performance. The t-statistic value of 2.728 > 1.96 and the p-value of 0.006 < 0.05 indicate that

there is sufficient evidence to conclude that reward distribution mediates the influence of the Occupational Safety and Health (OSH) Program on employee performance. Therefore, the seventh hypothesis in this study is accepted.

Based on Table 8 above, the results of this hypothesis testing imply that the more attractive or numerous the rewards given by the company, the better the OSH program implemented to improve employee performance. The results of this study indicate that the provision of rewards will encourage the OSH program to have a better and higher quality impact on employee performance due to the creation of a safe working environment. Every OSH program implemented will run smoothly. This means that the provision of rewards can mediate the influence of OSH programs on employee performance.

CONCLUSION

The findings of this study reveal several key relationships between management support, safety programs, rewards, and employee performance. Contrary to common expectations, top management support and Occupational Safety and Health (OSH) programs were both found to have a direct negative effect on employee performance, indicating these factors do not directly lead to performance improvement. However, both top management support and OSH programs were shown to have a significant positive effect on the provision of rewards. Furthermore, rewards themselves were confirmed to have a strong positive impact on performance, suggesting they are a powerful motivator. Crucially, the provision of rewards was identified as a significant mediating variable, meaning it helps explain how top management support and OSH programs can ultimately lead to improved employee performance.

Based on these conclusions, several recommendations for further research emerge. The model in this study explained 61.8% of the variance, leaving 38.2% influenced by other unexplored variables, indicating a need for future studies to incorporate additional factors. It is also recommended that subsequent research be conducted in different locations and with other companies to allow for comparison and to assess the generalizability of these findings beyond the specific context of *PT. Argo Manunggal Triasta* in Tangerang.

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