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**THE EFFECT OF JOB TRAINING, WORK MOTIVATION,  
OCCUPATIONAL HEALTH AND SAFETY (K3) ON EMPLOYEE  
PERFORMANCE AT CIBITUNG MEDIKA HOSPITAL****Rhema Andriana Susilo, Kasmir**

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**Abstract (Indonesia)**

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**Latar Belakang:** Perkembangan bisnis yang pesat mendorong perusahaan atau organisasi untuk mengoptimalkan sumber daya manusia yang dimiliki guna menghadapi persaingan, khususnya di sektor kesehatan. Pertumbuhan ini menyebabkan meningkatnya permintaan tenaga kerja sektor kesehatan. Rumah sakit yang sebelumnya merupakan lembaga sosial, kini berkembang menjadi industri jasa yang makin kompetitif. Oleh karenanya perusahaan harus memiliki sumber daya manusia yang baik, karena kemajuan suatu organisasi tidak lepas dari keberadaan dan pengaruh sumber daya manusia di dalamnya.

**Tujuan:** Tujuan dilakukannya penelitian ini yaitu untuk menganalisis pengaruh pelatihan kerja, motivasi kerja, dan keselamatan kesehatan kerja terhadap kinerja karyawan di Rumah Sakit Cibitung Medika.

**Metode:** Penelitian ini merupakan penelitian kuantitatif dengan desain eksplanatif atau kausal, serta merupakan penelitian cross-sectional.

**Hasil:** Hasil yang diperoleh dalam penelitian yakni pelatihan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan di Rumah Sakit Cibitung Medika. Kemudian motivasi kerja didapati berpengaruh positif dan signifikan terhadap kinerja karyawan di Rumah Sakit Cibitung Medika. Dan terakhir keselamatan dan kesehatan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan di Rumah Sakit Cibitung Medika.

**Kesimpulan:** Dari hasil yang telah diperoleh, diketahui pelatihan kerja, motivasi kerja, keselamatan dan kesehatan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan di Rumah Sakit Cibitung Medika. Berkaitan dengan variabel pelatihan kerja, maka disarankan kepada pihak perusahaan agar pelatihan diberikan secara berkesinambungan kepada setiap karyawan, akan lebih baik

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jika pelatihan diberikan sejak awal penempatan karyawan agar karyawan dapat dengan mudah menyesuaikan diri dengan pekerjaan barunya.

**Kata kunci:** Pelatihan Kerja, Motivasi Kerja, Keselamatan Dan Kesehatan Kerja, Kinerja Karyawan

***Abstract (English)***

***Background:*** Rapid business development encourages companies or organizations to optimize their human resources to face competition, especially in the health sector. This growth has led to an increase in labor demand in the health sector. Hospitals, which were previously social institutions, are now developing into an increasingly competitive service industry. Therefore, companies must have good human resources, because the progress of an organization cannot be separated from the existence and influence of human resources in it.

***Objective:*** The purpose of this study is to analyze the effect of job training, work motivation, and occupational health safety on employee performance at Cibitung Medika Hospital.

***Methods:*** This research is a quantitative study with an explanatory or causal design, and is a cross-sectional study.

***Results:*** The results obtained in the study, namely job training, had a positive and significant effect on employee performance at Cibitung Medika Hospital. Then work motivation was found to have a positive and significant effect on employee performance at Cibitung Medika Hospital. And finally, occupational safety and health have a positive and significant effect on employee performance at Cibitung Medika Hospital.

***Conclusion:*** From the results that have been obtained, it is known that job training, work motivation, occupational safety and health have a positive and significant effect on employee performance at Cibitung Medika Hospital. Regarding job training variables, it is recommended to the company that training is given continuously to each employee, it would be better if training is given from the beginning of employee placement so that employees can easily adjust to their new job.

***Keywords:*** Job Training, Job Motivation, Occupational Safety and Health, Employee Performance

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## INTRODUCTION

The current era of globalization has an impact on the business world and fierce competition among companies to get the market share they are targeting. Rapid business development encourages companies or organizations to optimize their human resources to face competition, especially in the health sector. This growth has led to an increase in labor demand in the health sector. Hospitals, which were previously social institutions, are now developing into an increasingly competitive service industry. Therefore, companies must have good human resources, because the progress of an organization cannot be separated from the existence and influence of human resources in it. In order to achieve the goals of the organization, improving employee performance must always be pursued. Because performance is a consequence of community demands need for excellent service or high-quality service (Tejamaya et al., 2021).

At Cibitung Medika Hospital, were carrying out activities and achieving their goals, it is determined by employee performance is one of the resources owned by the company. The following is an annual performance assessment of employees at Cibitung Medika Hospital from 2018 to 2020.

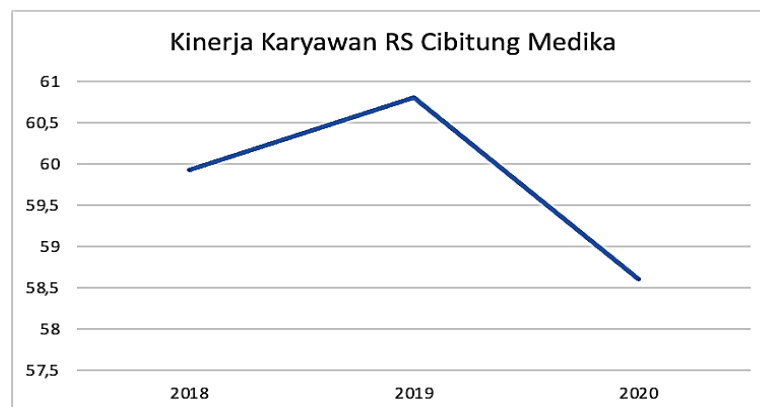


Figure 1. Employee Performance Appraisal for 2018-2020

In 2018, the performance appraisal reached 59.92, increased in 2019 to 60.81 and decreased again in 2020, which was 58.61. According to the Director of Cibitung Medika Hospital, the factors that have a major influence are job training, work motivation, and occupational health and safety (K3). Training conducted on medical personnel in particular is often not comprehensive, not all medical personnel receive training. Medical personnel must be trained and developed in their respective fields to reduce and learn new skills to improve their performance (R. Hasibuan, 2017). Training is a place for employees to be able to improve their skills. Training in this case has a very wide scope related to the work process, which includes skills produced from the learning process and field practice. Job training activities provide dividends to employees and companies, in the form of expertise and skills which will subsequently become valuable assets for the company (Azis et al., 2018).

Then there is motivation which is a condition to encourage or be the cause of someone doing an act or activity, which takes place consciously (Azis et al., 2018). This is a step to increase employee work discipline so that it will have an impact on employee performance. Motivation can be in the form of small attention given by the leadership, not

only providing material to employees, but the form of appreciation and praise can be a trigger to improve the employee's performance (Marpaung & Sahla, 2020).

Hospitals are included in the criteria for places to work with all possible hazards that have an impact on health, both to the perpetrators directly in the hospital and patients or visitors to the hospital. So it becomes a necessity for hospitals to implement occupational safety and health (K3) in the hospital environment itself (R. Hasibuan, 2017). Occupational safety and health in the organization can affect work productivity. Work does not run smoothly if there is a work accident that results in reduced efficiency. Decreased performance can occur due to employees experiencing injuries, equipment damage, and so on (Subarkah & Tridayanti, 2018). The performance will be optimal if the workforce is always guaranteed occupational safety and health.

Based on previous descriptions and inconsistent results of previous studies between one researcher and another, researchers are interested in retesting employee performance models by placing the variables of job training, work motivation, and occupational health safety (K3) as free variables or those that directly affect employee performance (Vidanaralage et al., 2022).

## RESEARCH METHODS

This research is a quantitative study with an explanatory or causal design and is included in *cross-sectional* research. this study consists of job training (X1), work motivation (X2), and occupational health safety (X3). Meanwhile, the bound variable in this study is employee performance (Y). The study was conducted at Cibitung Medika Hospital, with the research population being all employees of Cibitung Medika Hospital which amounted to 303 people. The sampling method used is *probability sampling* and the sampling technique is carried out with simple *random sampling*. Based on the Slovin formula, the size of the study sample was 173 people. The data used are primary and secondary data. Primary data was obtained by distributing questionnaires directly to respondents at Cibitung Medika Hospital. Meanwhile, secondary data is collected by researchers from related agencies and sources such as reference books, and journals. The data collection technique uses questionnaires intended to obtain the data needed to obtain information by providing a list of questions to respondents. In their measurements, each respondent was asked for their opinion on the question using a Likert scale. This study uses an approach (SEM) with a measurement model using the Smart PLS program version 3.2.9 to measure the intensity of each research variable and a structural model (*structural model*) analyzes research data and hypotheses.

## RESULTS AND DISCUSSION

To specify the relationship between indicators and their latent variables, an evaluation of the measurement model (*outer model*) is carried out. The results of the analysis are used to ensure that the measurement results used are suitable for measurement (*valid* and *reliable*). The following are presented the results of the *outer analysis* of the reflective model *convergent validity*.

Table 1. Loading Factor Value

Job Training	Work Motivation	Occupational Safety and Health	Employee Performance
0.736	0.863	0.789	0.782
0.722	0.760	0.898	0.817
0.758	0.845	0.789	0.825
0.742	0.763	0.808	0.801
0.849	0.776	0.830	0.798
0.716	0.758	0.853	0.783
0.791	0.850	0.798	0.861
0.783	0.785	0.828	0.787
0.801	0.800	0.749	0.813
0.846	0.722	0.849	0.817
	0.745		0.760
	0.734		0.768
	0.878		
	0.795		
	0.760		

All *loading factor* values of each indicator used to measure variables of job training, work motivation, occupational safety, health, and employee performance are above 0.7. This proves that all indicators used to measure each variable are valid or have met *convergent validity*.

The next stage of *discriminant validity* testing is based on *cross-loading* values and *Average Variance Extracted* (AVE) values. *Cross Loading factor* to find out whether latent variables have adequate discriminants is by comparing the correlation between indicators with other latent variables (Ghozali & Latan, 2015). Here are the results of *discriminant validity* performed by looking at the AVE (*Average Variance Extracted*) value.

Table 2. Average Variance Extraction Results

Variables	AVE Value
Job Training	0.602
Work Motivation	0.624
Occupational Safety and Health	0.672
Employee Performance	0.642

The results show that the AVE value of the research model of all variables has been valued above 0.5 so that the AVE value for *discrimination* validity testing has been met as well as the *convergent validity* test.

Based on the PLS method, the reliability of the indicators in this study was determined from the *composite reliability* and *Cronbach's alpha* values for each indicator block. *The rule of thumb* alpha or *composite reliability* value must be greater than 0.7 even though a value of 0.6 is still acceptable. Here are the output results from the *outer model* of *composite reliability* and *Cronbach's alpha*.

Table 3. *Composite Reliability and Cronbach's Alpha Results*

<b>Variables</b>	<b>Composite Reliability</b>	<b>Cronbach's Alpha</b>
Job Training	0.938	0.926
Work Motivation	0.961	0.957
Occupational Safety and Health	0.953	0.945
Employee Performance	0.956	0.949

The composite reliability value of the research model shows that each variable has a *composite reliability* value above 0.7. Furthermore, the table shows the value of Cronbach's alpha from the research model which shows that each variable has a value of *Cronbach's alpha* above 0.6. So it can be concluded that the model has met the criteria of *Composite Reliability* and *Cronbach's Alpha* so the research model has met the reliability criteria and is a reliable and reliable measuring tool.

The next test, is a test of the type and magnitude of the influence of independent latent variables on dependent latent variables. There are 2 stages of testing, namely the coefficient of determination test ( $R^2$ ) and the hypothesis test. The results of the determination test are presented below.

Table 4. Coefficient of Determination Test Results

<b>Variables</b>	<b>R-Square</b>
Employee Performance	0.641

The *R-square* value on the employee performance variable is 0.641 this shows that 64.1% of employee performance variables can be influenced by variables of job training, work motivation, and occupational safety and health, while the remaining 35.9% is influenced by other variables beyond those studied.

The results of the research model are depicted as shown below and the results of hypothesis testing are shown in table 5 below.

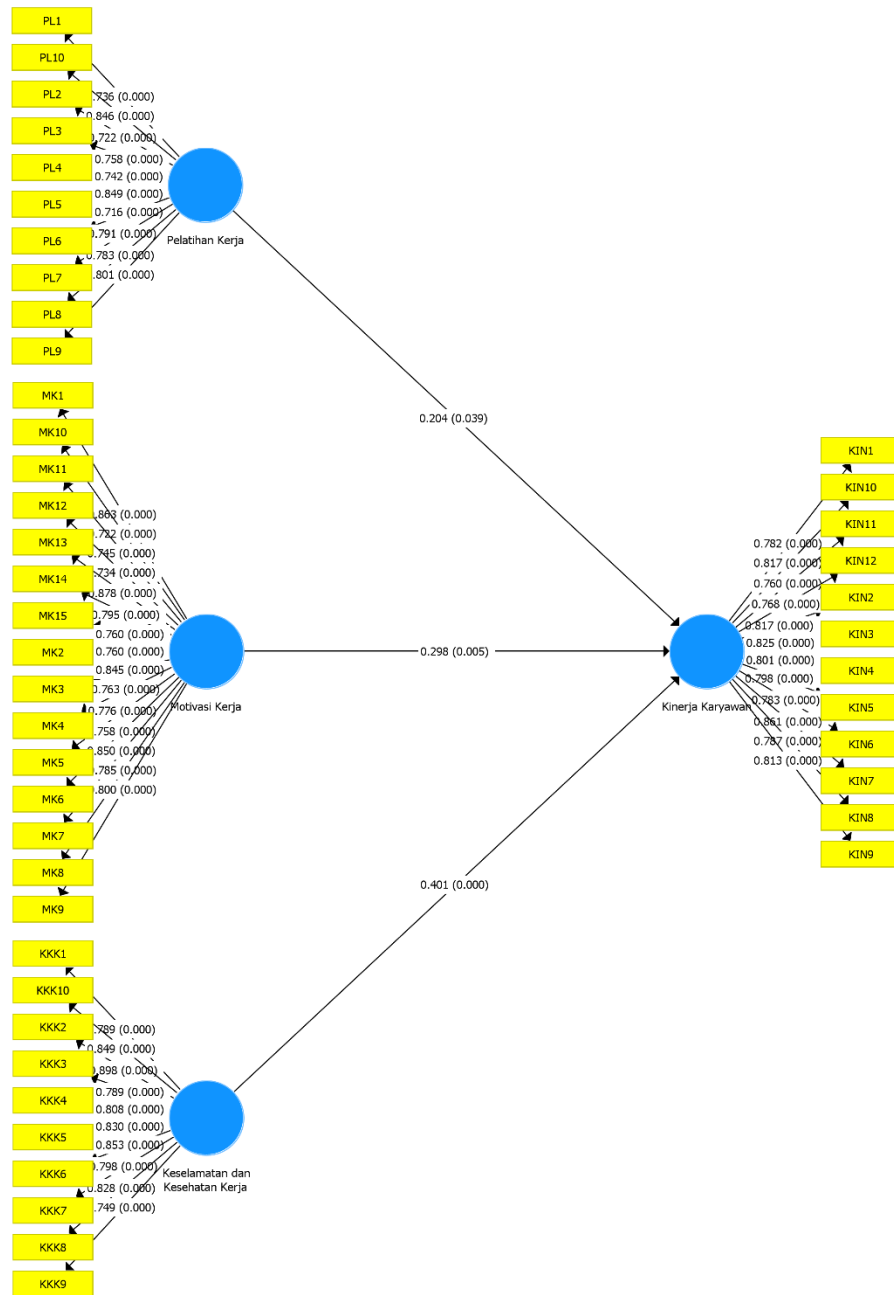


Figure 3. Path Diagram

Through the results of data processing, the level of significance of the relationship is also obtained to see whether the hypothesis is significant or insignificant. The relationship between variables can be assessed through the *path coefficient* column, while the degree of significance it can be assessed through the T-statistical or P-value column, as follows.

Table 5. Path Coefficient, t-Statistics, and P-Values Results

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Job Training -> Employee Performance	0.204	2.067	0.039
Work Motivation -> Employee Performance	0.298	2.796	0.005
Occupational Safety and Health -> Employee Performance	0.401	3.954	0.000

Then there is the *f square* test table, which explains how much of the unexplained proportion of variants is taken into account by the R2 change.

Table 6. f Square Results

	Employee Performance
Job Training	0.063
Work Motivation	0.113
Occupational Safety and Health	0.186

The job training variable has a *small size effect* in affecting employee performance by 0.063. Then, work motivation has a *small size effect* in affecting employee performance by 0.113. Occupational safety and health variables have a *medium size effect* in affecting employee performance by 0.186.

## Discussion

The job training variable on employee performance has a *path coefficient* value of +0.204 with a calculated t-value of  $2.067 > 1.97$  and a *p-value* of  $0.039 < 0.05$ . Thus, job training has a positive and significant effect on employee performance at Cibitung Medika Hospital. In other words, if employees get good training, they will have high performance. And vice versa, if employees lack or even do not receive training properly, then it has an impact on their lower performance of employees (Zahrani & Nugraha, 2020). In addition, training helps to build the correct attitude toward the work of employees and helps employees to forget about negative attitudes. Through extensive training programs, employees gain more trust in the workplace resulting in work performance (Kanapathipillai & Azam, 2020). The research (Mahadevan & Yap, 2019) found that job training, both on-the-job training and *off-the-job training*, has a significant positive influence on the performance of ElkenSdnBhd Malaysia employees. The better the training that the company gives to employees, the better the performance of those employees will be.

The job training variable on employee performance has a *path coefficient* value of +0.298 with a calculated t-value of  $2.798 > 1.97$  and a *p-value* of  $0.005 < 0.05$ . Thus, work motivation has a positive and significant effect on employee performance at Cibitung Medika Hospital. It can be said that motivation is a driving force that causes employees to work more actively because motivation will determine a person's achievements. (Yenni, 2019) revealed that in achieving performance, motivation is needed as the intensity of a person's desire to do activities. Motivation is the thing that drives individuals to do to achieve certain goals. Work motivation is a condition or energy that moves employees who are directed or directed to achieve organizational goals as a pro and positive mentality towards the work situation that will be able to motivate their work to achieve maximum performance. (Darmawan, 2020) found similar results, in their research that obtained a positive and significant influence between work motivation variables on employee performance.



Occupational safety and health of employee performance have a *path coefficient* value of +0.401 with a calculated t-value of  $3.954 > 1.97$  and a *p-value* of  $0.000 < 0.05$ . Thus, occupational safety and health have a positive and significant effect on employee performance at Cibitung Medika Hospital. This means that better occupational health safety applied to a company can improve employee performance. K3 is a responsibility and a sense of security given by the company to its employees which aims to prevent work accidents (Trisnawati & Kurniawan, 2021). In addition to aiming to avoid work accidents in the company's production process, occupational safety and health programs are also to increase the excitement, work harmony, and work participation of employees. So that it can be ascertained that the performance of employees will increase. In line with (M. S. P. Hasibuan & Hasibuan, 2016) who state that occupational health safety has a positive and significant effect on employee performance.

## CONCLUSION

From the results that have been obtained, it is known that job training, work motivation, occupational safety, and health have a positive and significant effect on employee performance at Cibitung Medika Hospital. Regarding job training variables, it is recommended to the company that training is given continuously to each employee, it would be better if training is given from the beginning of employee placement so that employees can easily adjust to their new job. For work motivation variables, it is recommended to the company to increase morale, increase morale, and employee job satisfaction, increase productivity, increase discipline, create a good working atmosphere and relationship, and increase a sense of responsibility for tasks. And finally, the variables of occupational safety and health are good enough so that it is hoped that in the future the company can continue to create a healthy work environment, and can increase a sense of security while working.

For further research to be able to develop this research by adding other factors that can affect employee performance. Researchers are also able to research by expanding the research sample so that they can provide more *representative* research.

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