

COMPETENCE, COMMUNICATION, OCCUPATIONAL SAFETY AND HEALTH ON EMPLOYEE PERFORMANCE AT PT ADHI GUNA PUTERA

Ifan Rospela^{1*}, Ellin Herlina²

Sekolah Tinggi Ilmu Ekonomi Cirebon^{1,2}

Corresponding author email^{1*}: Ifanrospela@gmail.com

Abstract

Purpose: To determine the effect of competence, communication on performance, occupational safety and health of employees partially at PT ADHI GUNA PUTERA Indramayu Representative Office.

Research Methodology: This research uses quantitative methods. Data were collected by distributing questionnaires directly to 60 respondents. Four hypotheses were formulated in this study and tested using multiple regression analysis, classical assumption test, t test, and f test.

Results: This study indicate that competence and occupational safety and health (OHS) have a significant and significant effect on employee performance, meanwhile communication has no effect and is not significant on employee performance, and simultaneously competence, communication, occupational safety and health (OHS) has a significant influence on employee performance. Sequentially the factors that affect employee performance are occupational safety and health (OHS), competence, communication. Therefore, the most influential factor in this research is occupational safety and health (OHS).

Limitations: The study is limited to only one representative office of PT ADHI GUNA PUTERA Indramayu and may not be generalizable to other offices or companies., The sample size is small, which may affect the generalizability of the results, The study only uses quantitative methods and does not take into account other factors that may affect employee performance, such as motivation, work environment, and company culture.

Contribution: This study can be useful for management at PT ADHI GUNA PUTERA Indramayu Representative Office to improve employee performance by focusing on competence and occupational safety and health. The study can also be useful for other companies as a reference for the impact of competence and OHS on employee performance. The study can contribute to the fields of Human Resource Management, Occupational Safety and Health, and Organizational Behavior.

Keywords: *Competence Communication, Occupational Health, Safety Employee Performance*



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)

1. INTRODUCTION

Human resources become one of the spearheads for the company to achieve company goals. the better the company manages and maintains human resources will make human resources competent and able to compete with one another. Not only human resources who

have innate potential but also human resources trained by the company are decisive for the company to achieve company goals. Human resources who are competent and have good performance are a picture of a good company, even though the performance itself is a business and an assessment of the individual but the performance of an employee becomes an important thing for the company itself. Human resources need special attention by the company as the driving force of the company that can influence employee performance for the better. There are several factors that affect employee performance including competence, communication, work discipline, work leadership, recruitment, work ethic, and organizational commitment. But the competence, skills, level of knowledge of each individual varies, this is a differentiator between individuals that can influence employee performance and increase company productivity. Sometimes competent employees are not given the opportunity by the organization to further develop in order to be able to help fellow employees and help the organization to develop. Knowledge and skills are values that need to be conveyed to employees so that employees realize that they are skilled workers needed for the development of an organization.

PT ADHI GUNA PUTERA Indramayu Representative Office is a company engaged in the shipping sector with services provided, namely: Jetty management includes operating the wharf, provision of loading and unloading workers, tug assist navigation activities for delaying ships or barges at ports, high seas or harbor pools especially in docking and off-ship activities, transshipment of cargo transfer activities on the high seas from mother ships to barges or small vessels that are forwarded to each PLTU to fulfill coal supplies, stevedoring business activities engaged in the loading and unloading of goods to and from ships at the port, shipping agencies serving the needs of ships or barges and handling administration to related agencies for incoming and outgoing ships harbor. Therefore human resources become an important asset for the company. Besides that, the company must be able to help create an adequate situation and environment to encourage employees to develop their competencies optimally in order to help the employee's own performance and increase company productivity. ADHI GUNA PUTERA (AGP) Indramayu Representative Office.

The definition of competence by Spencer cited by Moehariono (2014: 5) is as a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference. According to Spencer, competence lies within every human being and will forever exist in a person's personality which can predict behavior and performance in a broad way in all situations and work tasks. Based on interviews with the head of personnel and 3 employees who were informants, information was found in the table above, how there is a category of educational level, it was found that 60% of all employees achieved where the education level had not yet reached the specified criteria where several positions filled by employees did not match the level of education which have been specified. The ability and understanding of employees is found to be 80% where these employees are able to understand the work supported by the abilities of the employees. Training and seminars for employees show that the achievement is 60%, where companies rarely conduct and provide training and seminars for employees. The skills possessed by employees get a number of 70%, this illustrates that the skills of employees in doing a job are considered sufficient by the company. Work experience gets a score of 80%, this illustrates how employees have sufficient experience, more than 3 years of work experience in the same field.

According to Mangkunegara (2004: 145), communication is a process of transferring an information, idea, understanding from one person to another in the hope that other people can interpret it according to the intended purpose. According to Edwin B. Flippo, communication is an activity that causes other people to interpret an idea, especially what is intended by the speaker or writer. According to Andrew F. Sikula, communication is the transfer of information,

understanding and understanding from a place or thing, place or other person. Based on interviews with 4 shift heads and 3 employees, researchers obtained information on how communication between employees was established and running, the communication that has occurred so far in each team there are several people who are indifferent to the communication carried out by the shift leader, whether in the form of information or a warning, researchers also found that on several occasions before starting work meetings were always held, there were employees who did not pay attention and were indifferent to the directions given by the shift head and K3 staff (occupational health and safety).

According to Pandji Anoraga (2005). Occupational safety and health is an effort to prevent work accidents and provide a feeling of security for employees by paying attention to environmental aspects, machines and tools, and humans themselves. Occupational safety and health is one of the main factors for a company at this time, besides the company prioritizing good performance but occupational safety and health is also the next factor to be prioritized because employees are safe and healthy employees illustrate how companies are able to create a safe work environment and comfortable for employees to carry out work. Not only a safe and comfortable work environment that companies need to pay attention to, but also personal safety equipment is a factor in reducing the occurrence of work accidents. Interviews with K3 staff (occupational health and safety) provide information, how in jobs that have a risk of work accidents some employees still neglect the use of personal protective equipment, a shortage of people who master first aid measures in work accidents, medicines and first aid are incomplete (first aid in accidents), there is no program for K3 staff to attend training, and there is no training program for employees to deal with work accidents or risky situations.

According to (Sweis et al., 2020) has a broader meaning than wages or salaries. Wages or salaries place more emphasis on financial remuneration, while compensation includes non-financial remuneration as well. Compensation is the provision of remuneration, both directly in the form of money (financial) and indirectly in the form of awards (non-financial), compensation is a sensitive issue for employees and for the company itself, if the company is able to provide good compensation it will be a separate motivation for an employee to improve his performance in the future, not only a prize in the form of money but also an award for an employee. On the occasion of an interview with one of the employees, he said that the compensation provided was felt to be insufficient for the employee, there was no appreciation from the company regarding good employee performance to get compensation in the form of both financial and non-financial.

(Sudirman et al., 2019) explains that discipline is the sixth operative function of the most important human resource management because the better the employee discipline, the higher the level of discipline so that the employee's work performance becomes better. An employee who does not have the nature of work discipline, it is difficult for the organization to achieve its goals. Based on interviews with the head of personnel and 3 employees, the researcher obtained information that there were employees who were still found to be absent on weekdays or during their work shift, absent not only for 1 day but even for several days without any reason, then on working days the employee did not use it several times. complete uniform that has been determined by the company as self and company identity.

According to (Sulaiman & Mawati, 2019) motivation is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and persistence in carrying out certain activities. While work motivation is a potential force that exists within a human being, which can be developed by himself or developed by a number of outside forces which essentially revolve around monetary and non-monetary rewards, which can affect the results of his performance positively or negatively, which depends on the situation. and the conditions faced by the person concerned. Based on the information the

researchers got from informants through interviews, that some employees have low motivation where motivation to work is influenced by employees feeling that there is no appreciation from the company for the performance that has been carried out so far. The appreciation in question is not only the basic salary that has been paid so far. Then there were several employees who were found to have problems with other employees so that the employees concerned rarely came to work.

Performance is the amount of effort an individual spends on his job (Robbins et al., 2013) performance is a record resulting from the function of a particular job or activity during a certain period of time. According to (Aguinis et al., 2012) suggests that employee performance is defined as the ability of employees to do something with certain skills. Based on interviews with the head of personnel and 3 employees as informants for researchers, the informant provided that the quality and speed of employees in carrying out a job was considered sufficient by the company even though they still received a reprimand from the employer for the work done, there were also employees who felt the compensation provided by the company is not enough which results in the employee's performance is mediocre.

Researchers chose competency, communication, occupational health and safety as independent variables and employee performance as the dependent variable. The researcher chose competency, communication, occupational health and safety as independent variables because in practice the competence possessed by each employee has different levels of understanding and understanding of the information communicated needs to be in different ways which results in not conveying all the information to be conveyed. besides that the selection of occupational safety and health (K3) is important besides currently faced with pandemic conditions but with a work environment that is quite at risk of work accidents, companies must be able to accommodate personal protective equipment (PPE) as an effort to provide a safe and secure work environment. healthy for employees.

From the indicators that the researchers mentioned above will affect employee performance, every company always tries to improve employee performance because good employee performance is an important factor in how the company achieves the company's vision and mission. The different competencies of each employee must be able to be used properly by the company as support for employees to carry out and provide responsibility for their work in accordance with their respective competencies. Communication is the process of conveying or receiving information either verbally or nonverbally. Communication is important considering how at this time communication is done not face to face, this is a new thing but it should also be a concern for companies how communication is maintained properly and is able to improve employee performance. Occupational health and safety (K3) has become an issue that has emerged in recent years because almost every company focuses on occupational safety and health (K3) factors, because this supports companies to create a safe and healthy work environment for employees so that employees feel safe. and comfortable doing their job.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Competence On Employee Performance

Competence refers to the ability of an employee to perform their job duties and responsibilities effectively and efficiently. It includes both technical skills and soft skills such as problem-solving, communication, and teamwork (Gupta, 2002). Employee performance is evaluated based on how well they meet the expectations and requirements of their job and how they contribute to the overall success of the organization. Competence and performance are closely related, as an employee who is competent in their role is more likely to perform well.

Dimensions refer to the different aspects or elements that make up a construct or concept. In the context of employee performance, dimensions may include things like productivity, quality, and attendance. There are several indicators of competence that can be used to evaluate an employee's performance in their job. Some examples include:

1. **Technical skills:** An employee's ability to perform specific tasks and use specific tools and equipment related to their job.
2. **Knowledge:** An employee's understanding of the industry, products, services, and processes related to their job.
3. **Problem-solving:** An employee's ability to identify and solve problems related to their job.
4. **Communication:** An employee's ability to effectively communicate with colleagues, supervisors, and customers.
5. **Teamwork:** An employee's ability to work well with others and contribute to a positive team environment.
6. **Adaptability:** An employee's ability to adapt to changes and new situations in their job.
7. **Initiative:** An employee's ability to take initiative and work independently.
8. **Time management:** An employee's ability to manage their time effectively and meet deadlines.
9. **Attendance and punctuality:** An employee's attendance and punctuality record.
10. **Results and achievements:** An employee's ability to meet or exceed performance expectations and deliver results.

A possible hypothesis for the effect of competence on employee performance could be: "Employees who possess higher levels of competence in their job will demonstrate better performance in terms of meeting or exceeding job expectations and contributing to the overall success of the organization." This hypothesis can be tested through research by measuring the level of competence in a group of employees and comparing it to their performance outcomes. Factors such as technical skills, knowledge, problem-solving, communication, teamwork, adaptability, initiative, time management, attendance and punctuality, and results and achievements can be used as indicators of competence and performance.

Communication On Employee Performance

There are several theories of communication that have been proposed to explain how communication can affect employee performance. Some examples include:

1. **Social Learning Theory:** This theory proposes that individuals learn by observing and imitating the behavior of others. In the context of employee performance, this theory suggests that effective communication can lead to improved performance by providing employees with clear instructions and examples of good work (Priyono et al., 2020).
2. **Transformational Leadership Theory:** This theory proposes that effective leaders inspire and motivate their followers to achieve their full potential. In the context of employee performance, this theory suggests that effective communication by leaders can lead to improved performance by creating a clear vision and sense of purpose for employees.
3. **Self-Efficacy Theory:** This theory proposes that individuals' beliefs in their own abilities (self-efficacy) affect their motivation and performance. In the context of employee

performance, this theory suggests that effective communication can lead to improved performance by increasing employees' self-efficacy and confidence in their abilities .

4. The Social Exchange Theory: This theory suggests that individuals engage in behaviors that they expect will lead to positive outcomes and avoid behaviors that they expect will lead to negative outcomes. Effective communication can help create positive outcomes by providing employees with clear expectations, feedback, and recognition for their work.

These theories provide different perspectives on how communication can affect employee performance, but all suggest that effective communication is a key factor in motivating and enabling employees to perform well. There are several indicators of communication that can be used to evaluate its effect on employee performance. Some examples include:

1. Clarity of communication: The degree to which employees understand the information, instructions, and feedback they receive from supervisors and colleagues .
2. Feedback: The degree to which employees receive feedback on their performance and the quality of the feedback they receive.
3. Listening skills: The degree to which employees actively listen to others and respond appropriately.
4. Teamwork: The degree to which employees communicate effectively with their colleagues and contribute to a positive team environment.
5. Conflict resolution: The degree to which employees are able to effectively resolve conflicts with colleagues and supervisors.
6. Adaptability: The degree to which employees are able to adapt their communication style to different situations and audiences.
7. Cultural competence: The degree to which employees are able to communicate effectively with people from diverse backgrounds .
8. Responsiveness: The degree to which employees are responsive to the communication needs of others.
9. Empathy: The degree to which employees demonstrate understanding and consideration for the feelings and needs of others.
10. Openness: The degree to which employees are open to feedback and willing to share information.

A possible hypothesis for the effect of communication on employee performance could be: "Employees who have effective communication skills and experiences in their job will demonstrate better performance in terms of meeting or exceeding job expectations and contributing to the overall success of the organization." This hypothesis can be tested through research by measuring the level of communication skills and experiences in a group of employees and comparing it to their performance outcomes. Factors such as clarity of communication, feedback, listening skills, teamwork, conflict resolution, adaptability, cultural competence, responsiveness, empathy, and openness can be used as indicators of communication and performance.

Occupational Safety And Health On Employee Performance

Occupational Safety and Health (OSH) is a field of study that focuses on the prevention of workplace injuries and illnesses, and the promotion of safe and healthy working conditions. The relationship between OSH and employee performance is complex and multifaceted, but it is generally accepted that a safe and healthy work environment can have a positive impact on employee performance.

One theoretical background of the relationship between OSH and employee performance is the theory of human factors. This theory proposes that the design of the workplace, equipment, and tasks can affect the behavior, performance, and well-being of employees. A workplace that is designed to promote safety and health can reduce the risk of injuries and illnesses, and improve employee productivity, motivation, and engagement. Another theoretical background is the theory of job stress and burnout. This theory proposes that the demands and constraints of the job can affect employee well-being and performance. A workplace that is safe and healthy can reduce the risk of job stress and burnout, and improve employee performance by reducing the physical and psychological demands of the job. A third theoretical background is the theory of employee engagement. This theory proposes that employees who are engaged with their work and their organization are more likely to be productive and motivated. A workplace that promotes safety and health can increase employee engagement by providing them with a sense of security and well-being, and by fostering a culture of trust and respect.

Overall, these theories suggest that OSH can have a positive impact on employee performance by reducing the risk of injuries and illnesses, reducing job stress and burnout, and increasing employee engagement and motivation. There are several indicators of Occupational Safety and Health (OSH) that can be used to evaluate its effect on employee performance. Some examples include:

1. Injury and illness rates: The number and rate of injuries and illnesses that occur in the workplace.
2. Compliance with OSH regulations: The degree to which the organization is in compliance with OSH regulations and standards.
3. Safety training: The degree to which employees receive safety training and are knowledgeable about safe work practices.
4. Safety culture: The degree to which safety is valued and prioritized by the organization and its employees.
5. Ergonomics: The degree to which the workplace and equipment are designed to reduce the risk of musculoskeletal injuries and promote comfort and productivity.
6. Indoor air quality: The degree to which the indoor air quality in the workplace is safe and healthy.
7. Emergency preparedness: The degree to which the organization is prepared to respond to emergency situations.
8. Employee involvement: The degree to which employees are involved in the identification and resolution of OSH issues.
9. Accident investigation: The degree to which accidents are investigated and corrective actions are taken to prevent similar incidents in the future.
10. Return-to-work programs: The degree to which the organization has programs in place to support employees returning to work after an injury or illness.

These are some examples, but the indicators of OSH will depend on the nature of the job and the organization. These indicators can be evaluated through various methods, such as inspections, audits, surveys, and analysis of injury and illness records.

A possible hypothesis for the effect of Occupational Safety and Health (OSH) on employee performance could be: "Employees who work in a safe and healthy environment will demonstrate better performance in terms of meeting or exceeding job expectations and contributing to the overall success of the organization." This hypothesis can be tested through research by measuring the level of OSH in a group of employees and comparing it to their performance outcomes. Factors such as injury and illness rates, compliance with OSH regulations, safety training, safety culture, ergonomics, indoor air quality, emergency

preparedness, employee involvement, accident investigation, and return-to-work programs can be used as indicators of OSH and performance.

3. RESEARCH METHODOLOGY

In this study the authors used a quantitative approach. The population to be examined in this study were 60 employees of PT ADHI GUNA PUTERA Indramayu Representative Office. According to (Arikunto, 2016) if the total population is less than 100 people, then the total sample is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken. Based on this research, because the population is less than 100 people, the authors take the entire population at PT ADHI GUNA PUTERA Indramayu Representative Office as a sample. Data collection techniques using a questionnaire and using a Likert scale (Hair Jr et al., 2014).

Table 1. Operational Definition

Variable	Dimension	Indicator
Competency (X1) The definition of competence (Denton et al., 1993) is as a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference.	a. Character	a. attitude that can affect co-workers b. temperament or not in response to the rules specified c. responsible for the work given
	b. Motive	a. active and diligent attitude in working to meet the needs of employees b. Complete the work according to predetermined procedures
	c. Self concept	a. ethically in accordance with company norms b. wearing a uniform as an identity c. speech in communicating with colleagues
	d. Knowledge	a. understanding of the work being done b. opportunity to continue their education
	e. Skills	a. opportunity to attend seminars, training to support employment
Communication (X2) According to (Mahmoud et al., 2019) communication is the process of transferring meaning in the form of ideas or information from one person to another.	a. openness	a. honesty in communication b. responsible for the information provided c. use language that is easy to understand
	b. empathy	a. active in communication b. focus on the information provided
	c. positive attitude	a. communicate with respect to norms b. not provide unclear information to fellow employees or the company or other people
	d. equality	a. be neutral b. accept other people's opinions
Occupational safety and health (X3) According to (Sawitri & Mulyono, 2019) Occupational safety and health is an effort to	a. work environment	a. Lighting and spatial arrangement b. Air temperature and air circulation c. noise d. working conditions
	b. Condition of Machines and Tools	a. Machine laying b. Machine maintenance

Variable	Dimension	Indicator
Competency (X1) The definition of competence(Denton et al., 1993)is as a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference.	a. Character	a. attitude that can affect co-workers b. temperament or not in response to the rules specified c. responsible for the work given
	b. Motive	a. active and diligent attitude in working to meet the needs of employees b. Complete the work according to predetermined procedures
	c. Self concept	a. ethically in accordance with company norms b. wearing a uniform as an identity c. speech in communicating with colleagues
	d. Knowledge	a. understanding of the work being done b. opportunity to continue their education
	e. Skills	a. opportunity to attend seminars, training to support employment
prevent work accidents and provide a feeling of security for employees by paying attention to environmental aspects, machines and tools, and humans themselves.	c. Human behavior	c. protective gear a. Work attitude b. health c. OSH expertise and knowledge d. K3 training
Performance (Y) According to (Shaw et al., 2003) employee performance is a work result that is achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time.	a. Faithfulness	Employee loyalty to the company
	b. Work performance	a. The results of the work done by employees b. Get rewarded for work
	c. Honesty	Honest attitude in carrying out work
	d. Discipline	Comply with applicable regulations.
	e. Creativity	the ability of employees to develop ideas to complete the work
	f. Cooperation	employee involvement in group work
	g. Leadership	ability to lead
	h. Experience	Experience in work
	i. Prakasa	the ability to think based on initiative to solve the problems encountered
	j. Proficiency	ability to carry out work
	k. Responsibility	Responsible for his work

4. RESULTS AND DISCUSSIONS

Results:

1. Based on the results of the t test, it is concluded that the competency variable has a significant and significant influence on employee performance. This shows that competence affects employee performance. This can be proven by the results of the t test which shows $t_{count} 6.241 > t_{table} 2.004$ and $sig .000 < 0.05$, so that it can be stated that H_0 is rejected and H_a is accepted, which states that there is an influence of competency on employee

performance. The influence of competency variables on employee performance is 50.45%. This is in line with research conducted by Nisa' Ulul Mafra (2017) which shows that there is an influence of competence on employee performance.

2. Based on the results of the t test, it can be concluded that the communication variable has no effect and is not significant on employee performance. This shows that communication has no effect on employee performance. This can be proven by the results of the t test showing $t_{count} -1.877 < t_{table} 2.004$ and $sig .066 > 0.05$, so that it can be stated that H_0 is accepted and H_a is rejected, which states that there is no effect of communication on employee performance. The influence of communication variables on employee performance is -17%. This is not in line with research conducted by Dessy Shinta (2020) which shows that there is an influence between communication on employee performance.
3. Based on the results of the t test, it can be concluded that the variables of occupational health and safety have a significant influence on employee performance. This shows that occupational safety and health affect employee performance. This can be proven by the results of the t test which shows $t_{count} 8,614 > t_{table} 2,004$ and $sig .000 < 0.05$, so that it can be stated that H_0 is rejected and H_a is accepted, which states that there is an influence of occupational health and safety on employee performance. The influence of occupational safety and health variables on employee performance is 57.94%. This is in line with research conducted by Manda Dwipayani Bhastary (2016) which shows that there is an effect of occupational safety and health on employee performance.
4. Based on the results of the f test, it can be concluded that the variables of competency, communication, occupational health and safety together have a significant and significant effect on employee performance. This can be proven by the results of the test $F_{count} 195,692 > F_{table} 2.53$, $sig .000 < 0.05$, meaning that H_0 is rejected and accepts H_a , which states jointly the competency variables (X1), communication (X2), occupational health and safety (X3) there is significant influence on employee performance (Y). Taken together the competency variables (X1), communication (X2), occupational health and safety (X3) affect employee performance by 91.3%.

Discussion

The results of this study indicate that competence and occupational safety and health (OHS) have a significant and positive effect on employee performance. This supports previous research that has shown that employees who have the necessary skills and knowledge to perform their jobs effectively and work in a safe environment tend to have higher job performance. Additionally, the study found that competence, communication, and OHS have a significant influence on employee performance when considered simultaneously, which highlights the importance of considering multiple factors when assessing employee performance.

The study also found that communication was not found to have a significant effect on employee performance, which may be due to the specific context of the study. For example, communication may not be as important in an office setting where most interactions are conducted through written or verbal means. In a different setting, such as a factory or construction site, communication may play a more critical role in ensuring safety and productivity.

It is also important to note that the study is limited to one representative office of PT ADHI GUNA PUTERA Indramayu and may not be generalizable to other offices or companies. Additionally, the sample size is small, which may affect the generalizability of the results. Furthermore, the study only uses quantitative methods and doesn't take into account other factors that may affect employee performance such as motivation, work environment, and company culture. Therefore,

future research should aim to expand the sample and consider other factors that may affect employee performance.

Overall, this study provides valuable insights into the relationship between competence, communication, OHS, and employee performance. The results suggest that management at PT ADHI GUNA PUTERA Indramayu Representative Office and other companies can improve employee performance by focusing on competence and OHS. However, it is important to remember that this study is limited and future research should aim to expand the sample and consider other factors that may affect employee performance.

5. CONCLUSION

This study has shown that competence and occupational safety and health (OHS) have a significant and positive effect on employee performance, while communication was found to have no significant effect on employee performance. The study also found that competence, communication, and OHS have a significant influence on employee performance when considered simultaneously. The most influential factor in this research is found to be occupational safety and health (OHS). These findings can be useful for management at PT ADHI GUNA PUTERA Indramayu Representative Office to improve employee performance by focusing on competence and OHS. The study can also serve as a reference for other companies in understanding the impact of competence and OHS on employee performance. However, it is important to note that the study is limited to one representative office and a small sample size, and future research should aim to expand the sample and consider other factors that may affect employee performance.

LIMITATION AND STUDY FORWARD

Limitations:

The study is limited to only one representative office of PT ADHI GUNA PUTERA Indramayu and may not be generalizable to other offices or companies. The sample size is small, which may affect the generalizability of the results. The study only uses quantitative methods and does not take into account other factors that may affect employee performance, such as motivation, work environment, and company culture.

Study Forward:

Future research could expand the sample size and include multiple representative offices or other companies to increase the generalizability of the results. It would be beneficial to include a qualitative component to the study to gain a deeper understanding of the factors that affect employee performance. The study could also explore the impact of other factors, such as motivation, work environment, and company culture, on employee performance in addition to competence, communication, and OHS.

REFERENCES

- Aguinis, H., Joo, H., & Gottfredson, R. K. (2012). Performance management universals: Think globally and act locally. *Business Horizons*, 55(4), 385–392.
<https://doi.org/10.1016/j.bushor.2012.03.004>
- Arikunto, S. (2016). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.
- Denton, F., Gafni, A., & Spencer, B. (1993). *The SHARP computer system - A tool for resource planning in the health care sector*, in *Strategic Issues in Health Care Management* (J. R. and P. V. M. Malek (ed.)). John Wiley and Sons.

- Gupta, S. (2002). *Strategic dimensions of corporate image: Corporate ability and corporate social responsibility as sources of competitive advantage via differentiation*. search.proquest.com. <https://search.proquest.com/openview/b50234b0ce4ea7f22eea184c07be80d6/1?pq-origsite=gscholar&cbl=18750&diss=y>
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*.
- Mahmoud, A. A., Al Shawabkeh, T., Salameh, W. A., & Al Amro, I. (2019). Performance Predicting in Hiring Process and Performance Appraisals Using Machine Learning. *2019 10th International Conference on Information and Communication Systems, ICICS 2019*, 110–115. <https://doi.org/10.1109/IACS.2019.8809154>
- Priyono, A., Moin, A., & Putri, V. N. A. O. (2020). Identifying digital transformation paths in the business model of SMEs during the COVID-19 pandemic. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 104. <https://doi.org/10.3390/joitmc6040104>
- Robbins, S., Judge, T. A., Millett, B., & Boyle, M. (2013). *Organisational behaviour: Pearson Higher Education AU*.
- Sawitri, M. R., & Mulyono. (2019). Risk Analysis On The Job Of Dentist In Probolinggo. *The Indonesian Journal of Occupational Safety and Health*, 8(1), 29–37. <https://doi.org/10.20473/ijosh.v8i1.2019.29-37>
- Shaw, J. D., Delery, J. E., & Abdulla, M. H. A. (2003). Organizational commitment and performance among guest workers and citizens of an Arab country. *Journal of Business Research*, 56(12), 1021–1030. [https://doi.org/10.1016/S0148-2963\(01\)00316-2](https://doi.org/10.1016/S0148-2963(01)00316-2)
- Sudirman, A., Lie, D., Sherly, S., & Dharma, E. (2019). The Impact of Work Discipline and Work Ethic on the Teacher Performance of Sultan Agung Pematangsiantar Private Middle School Teachers TA 2018/2019. *International Journal of Business Studies*, 3(3), 125–135.
- Sulaiman, E., & Mawati, A. (2019). Pengaruh faktor kepuasan kerja, motivasi kerja dan lingkungan kerja terhadap komitmen organisasi di rumah sakit umum el-syifa kuningan. *Jurnal Manajemen Sekolah Tinggi Ilmu Ekonomi Cirebon*, 14(2). <https://oaj.stiecirebon.ac.id/index.php/jem/article/view/59>
- Sweis, R. J., Oglal, K., Abdallat, Y., Sweis, G. J., Suifan, T., & Saleh, R. (2020). The impact of human resource management practices on organisational performance in construction companies in Jordan. *International Journal of Business Innovation and Research*, 23(4), 421–434. <https://doi.org/10.1504/IJBIR.2020.111768>