

THE EFFECT OF HEALTH PROTOCOLS ON EMPLOYEE PERFORMANCE AT PLN UP3 INDRAMAYU WAREHOUSE

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Abstract

Purpose: This study aims to examine the effect of health protocol implementation on employee performance at the warehouse of PT PLN (Persero) UP3 Indramayu during the COVID-19 pandemic.

Research Methodology: This study used a quantitative survey method with a descriptive approach. Data were collected through a structured questionnaire using a modified Likert scale. The respondents were 38 employees selected from a population of 60 employees using simple random sampling. The data were analyzed using IBM SPSS Statistics through validity test, reliability test, descriptive statistics, Pearson correlation, simple linear regression, coefficient of determination, ANOVA test, and t-test.

Results: The results show that health protocol implementation has a positive and significant effect on employee performance. The Pearson correlation value was 0.443, indicating a moderate positive relationship. The coefficient of determination was 19.6%, meaning that health protocol implementation explained 19.6% of employee performance, while the remaining 80.4% was influenced by other factors outside this study.

Limitations: This study was limited to one warehouse unit of PT PLN (Persero) UP3 Indramayu and involved only 38 respondents, so the findings cannot be generalized to all organizational contexts.

Contribution: This study contributes to human resource management, workplace health management, and organizational performance studies, especially in essential service organizations during health crisis conditions.

Keywords: Health Protocol, Employee Performance, Workplace Safety, Human Resource Management, COVID-19, PLN



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1. INTRODUCTION

The COVID-19 pandemic created major changes in the way organizations managed their employees, workplace safety, and operational continuity. Since the World Health Organization declared COVID-19 a global pandemic in March 2020, many organizations were required to adjust their working systems, reduce physical contact, apply distancing rules, and implement health protocols to prevent workplace transmission (World Health Organization, 2020). In Indonesia, the implementation of health protocols became an important public policy

instrument to reduce the spread of COVID-19 in public places and workplaces. The Indonesian Ministry of Health emphasized that health protocols should include individual health protection and community health protection, such as wearing masks, washing hands, maintaining physical distance, reducing crowds, and controlling mobility (Ministry of Health of the Republic of Indonesia, 2020a, 2020b).

The workplace became one of the important settings in COVID-19 prevention because employees continued to interact with co-workers, customers, operational facilities, and organizational assets. In this situation, health protocols were not only related to public health, but also to human resource management. Organizations had to maintain employee health while ensuring that work targets, service quality, and operational performance could still be achieved. The International Labour Organization (2020) explained that employers needed to manage workplaces during the COVID-19 crisis by protecting workers, maintaining business continuity, and responding to occupational safety and health issues. This shows that health protocol implementation is closely related to employee safety, organizational discipline, and work performance.

PT PLN (Persero) is a state-owned enterprise that provides electricity services in Indonesia. One of its operational units is PT PLN (Persero) UP3 Indramayu, which is responsible for customer service and electricity distribution in the Indramayu area and surrounding regions. As an essential service organization, PLN must continue operating even during crisis conditions. Electricity distribution cannot be fully stopped because it supports households, public facilities, industries, businesses, and government activities. Therefore, the implementation of health protocols in PLN's operational environment, including warehouse activities, becomes important to protect employees and maintain work continuity.

The warehouse of PLN UP3 Indramayu has an important role in supporting operational activities. Warehouse employees are involved in managing materials, supporting distribution needs, coordinating technical work, and ensuring that operational resources are available. Unlike administrative work that can partly be conducted from home, warehouse activities generally require physical presence, direct coordination, and interaction with equipment and other employees. This condition makes warehouse employees more exposed to workplace health risks during the pandemic. If health protocols are not properly understood and implemented, employees may face higher health risks, work disruption, and decreased performance.

Preliminary observations in the original study indicated that several problems occurred at the PLN UP3 Indramayu warehouse during the pandemic. First, employee understanding of health protocols was considered not optimal. Second, employee performance during the pandemic also became a concern. Third, several employees were reported to have been exposed to COVID-19, indicating the importance of strengthening health protocol awareness and compliance in the workplace. These conditions show that the implementation of health protocols should not be treated only as a formal rule, but also as an organizational practice that may influence employee performance.

Employee performance is a central issue in human resource management because it reflects how well employees complete their duties and responsibilities. Employee performance can be seen through work quality, work quantity, task implementation, responsibility, discipline, cooperation, and timeliness. Pradhan and Jena (2017) explain that employee performance is a broad construct that includes task performance, adaptive performance, and contextual performance. In the context of a pandemic, performance is not only influenced by

technical ability, but also by workplace safety, organizational rules, employee discipline, and the ability to adapt to new working conditions. Therefore, health protocol implementation may become one of the factors that supports or limits employee performance.

Health protocols can influence employee performance through several mechanisms. First, proper health protocol implementation can create a safer working environment, which may reduce anxiety and increase employee confidence in performing work activities. Second, health protocols can encourage discipline because employees are required to follow rules, maintain cleanliness, use protective equipment, and avoid risky behavior. Third, consistent implementation of health protocols can reduce the possibility of work disruption caused by illness, quarantine, or employee absence. Fourth, health protocols may support organizational continuity by ensuring that employees remain healthy and able to complete their work responsibilities. In this sense, health protocol implementation is relevant to the study of employee performance.

Previous studies on COVID-19 have mostly focused on clinical aspects, public health, social restrictions, and general workplace safety. Studies by Handayani et al. (2020) and Susilo et al. (2020) provide important explanations about COVID-19 transmission, symptoms, and prevention. However, empirical discussion on how health protocol implementation relates to employee performance in specific workplace contexts, especially in operational warehouse units of essential public service organizations, remains limited. This creates a research gap that needs to be addressed. The context of PLN UP3 Indramayu warehouse is important because it represents an operational work unit that must continue functioning during the pandemic while also applying health protection measures.

Based on this background, this study aims to examine the effect of health protocol implementation on employee performance at the PLN UP3 Indramayu warehouse. The independent variable in this study is health protocol implementation, while the dependent variable is employee performance. This study is expected to provide theoretical and practical contributions. Theoretically, this research contributes to human resource management literature by explaining the relationship between workplace health protocol implementation and employee performance during a crisis. Practically, this study may provide input for PLN UP3 Indramayu and similar organizations in strengthening employee discipline, improving workplace health awareness, and maintaining employee performance through consistent health protocol implementation.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Literature Review

Health protocol implementation became an important organizational practice during the COVID-19 pandemic. In the workplace context, health protocols refer to a set of preventive actions designed to protect individuals and groups from the risk of disease transmission. The Ministry of Health of the Republic of Indonesia stated that health protocols in public places and facilities should be directed toward two main forms of protection: individual health protection and community health protection (Ministry of Health of the Republic of Indonesia, 2020a). Individual protection includes wearing masks, washing hands with soap or using hand sanitizer, maintaining physical distance, and improving personal immunity. Community protection includes preventive and protective actions, such as health promotion, provision of handwashing facilities, screening, disinfection, physical distancing arrangements, and discipline enforcement in public or workplace environments.

In the organizational context, health protocols are not only related to public health but also to work discipline and human resource management. The COVID-19 pandemic forced organizations to redesign their work systems, strengthen workplace safety procedures, and maintain operational continuity under health-risk conditions. The International Labour Organization (2020) emphasized that employers should manage workplaces during the COVID-19 crisis by protecting workers, reducing the risk of infection, and maintaining business continuity. Therefore, health protocol implementation can be understood as a managerial response to health threats that may affect employee safety, attendance, work discipline, and productivity.

The original concept of health protocols in this study is based on the 5M practices widely promoted in Indonesia during the pandemic. These practices consist of washing hands, wearing masks, maintaining physical distance, avoiding crowds, and reducing mobility. Washing hands is considered important because it reduces the risk of virus transmission through contaminated surfaces. Wearing masks is intended to reduce droplet transmission, especially when employees interact with others in the workplace. Maintaining physical distance is used to minimize direct contact among employees. Avoiding crowds and reducing mobility are preventive efforts to reduce unnecessary exposure to infection risk. These indicators show that health protocols require not only the availability of rules but also employee awareness, compliance, and consistent daily behavior.

In addition to individual behavior, workplace health protocols are also related to organizational control. Health protocol implementation requires management support, supervision, and a clear standard operating procedure. Employees may understand health protocols, but without consistent organizational support, their compliance may decrease. In operational units such as warehouses, this issue becomes more relevant because employees often need to work physically, coordinate directly with co-workers, and handle operational materials. This condition makes health protocol implementation an important factor in maintaining both employee safety and work continuity.

Employee performance is one of the central concepts in human resource management. Performance refers to the results and behaviors shown by employees in carrying out their duties and responsibilities. Mangkunegara (2016) explains that employee performance is the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. Similarly, Simanjuntak (2005) defines performance as the level of achievement of work results in carrying out certain tasks. These definitions show that employee performance is not only about completing work but also about how well employees complete their responsibilities according to organizational expectations.

More recent literature explains employee performance as a multidimensional construct. Pradhan and Jena (2017) state that employee performance includes task performance, adaptive performance, and contextual performance. Task performance refers to the ability of employees to complete core job duties. Adaptive performance refers to the ability of employees to adjust to new work conditions, changes, and unexpected situations. Contextual performance refers to positive behavior that supports the organization, such as cooperation, discipline, and responsibility. In the context of the COVID-19 pandemic, adaptive performance becomes highly relevant because employees were required to adjust to new rules, health procedures, and workplace restrictions.

Employee performance can also be measured through several practical indicators, such as work quality, work quantity, timeliness, task implementation, responsibility, attendance, and cooperation. In warehouse operations, these indicators are highly important because warehouse employees are expected to manage goods, support technical operations, coordinate with other units, and complete tasks accurately. If employees experience health risks, anxiety,

absence, or work disruption, their performance may decline. Therefore, maintaining a safe and disciplined workplace through health protocols may support employee performance.

The relationship between health protocol implementation and employee performance can be explained through several mechanisms. First, health protocols create a safer work environment. When employees feel protected, they may experience lower anxiety and higher confidence in completing their work. Second, health protocols encourage discipline because employees must follow rules, use protective equipment, maintain cleanliness, and avoid risky behavior. Third, health protocols reduce the possibility of work disruption caused by illness, quarantine, or absence. Fourth, consistent implementation of health protocols supports organizational continuity because employees can continue working under safer conditions.

Previous studies have shown that COVID-19 influenced employees and organizations in various ways. Handayani et al. (2020) and Susilo et al. (2020) explain that COVID-19 created serious health risks and required preventive behavior to reduce transmission. Carnevale and Hatak (2020) argue that COVID-19 created new challenges for human resource management, particularly in employee adjustment, well-being, and organizational work arrangements. Hamouche (2020) also explains that the pandemic affected employees' mental health and required organizational action to reduce stressors and maintain well-being. These studies indicate that workplace health and organizational performance became closely connected during the pandemic.

Occupational safety and health practices are also related to employee behavior and performance. When the organization provides a safe work environment, employees are more likely to work effectively and comply with organizational rules. In this sense, health protocol implementation may function as a part of occupational safety management. It supports employee protection while also strengthening work discipline. This argument is consistent with the view that employee performance is influenced not only by individual ability but also by the work environment, organizational support, and management practices.

However, previous studies on COVID-19 and work have mostly focused on general workplace safety, remote work, mental health, and employee well-being. Limited studies have examined the direct relationship between health protocol implementation and employee performance in operational warehouse units, especially in essential public service organizations. This gap is important because warehouse employees often cannot fully work from home and must continue physical work during crisis conditions. Therefore, the warehouse of PLN UP3 Indramayu provides a relevant context for examining whether health protocol implementation is associated with employee performance.

Based on the literature above, this study positions health protocol implementation as the independent variable and employee performance as the dependent variable. Health protocol implementation is reflected in employees' compliance with preventive behaviors, including wearing masks, washing hands, maintaining distance, avoiding crowds, and reducing mobility. Employee performance is reflected in work quality, work quantity, task implementation, responsibility, timeliness, and cooperation. The relationship between these two variables is expected to be positive because better health protocol implementation can create safer working conditions, improve employee discipline, reduce work disruption, and support the achievement of work targets.

2.2. Hypothesis Development

Health protocol implementation is expected to have a positive effect on employee performance. In the workplace context, employees who understand and follow health protocols may be more capable of maintaining their health, reducing infection risk, and continuing their

work responsibilities. This condition is important for warehouse employees because their work requires physical presence and direct coordination. If health protocols are not implemented properly, employees may face higher health risks, which can lead to absence, work delay, and reduced performance.

Theoretically, health protocol implementation supports employee performance through safety, discipline, and continuity. A safe work environment may reduce employee anxiety and increase work focus. Discipline in following health protocols may also reflect broader work discipline, because employees who comply with workplace health rules are more likely to respect organizational procedures. In addition, health protocols can reduce operational disruption because healthy employees are more able to maintain attendance and complete tasks on time. Therefore, better implementation of health protocols is expected to improve employee performance.

The original research framework places health protocol implementation as the independent variable and employee performance as the dependent variable. The framework is simple and direct because the study aims to examine whether health protocol implementation contributes to employee performance at the PLN UP3 Indramayu warehouse. Therefore, the hypothesis of this study is formulated as follows:

Health protocol implementation has a positive and significant effect on employee performance at the PLN UP3 Indramayu warehouse.

3. RESEARCH METHODOLOGY

3.1. Research Design

This study used a quantitative research design with a descriptive and survey-based approach. The study was not experimental, not simulation-based, and not a literature review study. It was conducted to examine the effect of health protocol implementation on employee performance at the warehouse of PT PLN (Persero) UP3 Indramayu. The quantitative approach was selected because the study measured respondents' perceptions using numerical scores obtained from questionnaire responses and then analyzed the relationship between the independent and dependent variables.

The independent variable in this study was health protocol implementation (X), while the dependent variable was employee performance (Y). Health protocol implementation was measured based on employees' compliance with workplace health practices during the COVID-19 pandemic, including washing hands, wearing masks, maintaining physical distance, avoiding crowds, and reducing mobility. Employee performance was measured based on work-related indicators such as work quality, work quantity, task implementation, responsibility, timeliness, and cooperation. The research model was designed as a direct relationship model, namely health protocol implementation as the predictor variable and employee performance as the outcome variable.

3.2. Research Location and Object

This study was conducted at the warehouse of PT PLN (Persero) UP3 Indramayu. The research object was the effect of health protocol implementation on employee performance. The warehouse context was selected because warehouse employees were required to continue operational activities during the COVID-19 pandemic and could not fully perform their work from home. Therefore, the implementation of health protocols became important to maintain employee safety, work discipline, and operational continuity.

3.3. Population and Sample

The population of this study consisted of all employees working at PT PLN (Persero) UP3 Indramayu, with a total population of 60 employees. The sample size was determined using the Slovin formula with a 10% margin of error. Based on the calculation, the minimum required sample was 38 respondents. Therefore, this study used 38 employees as the research sample.

The sampling technique used in this study was simple random sampling. This technique was used because every member of the population had the same opportunity to be selected as a respondent. The use of simple random sampling was also intended to reduce selection bias and to ensure that the selected respondents represented the population of employees at PT PLN (Persero) UP3 Indramayu.

3.4. Research Instrument

The main research instrument used in this study was a structured questionnaire. The questionnaire was developed using a modified Likert scale to measure respondents' perceptions of health protocol implementation and employee performance. The questionnaire consisted of two main parts. The first part measured health protocol implementation, and the second part measured employee performance.

The health protocol questionnaire consisted of 10 statement items. These items were developed based on the main practices of workplace health protocols during the COVID-19 pandemic, including washing hands, wearing masks, maintaining physical distance, avoiding crowds, and reducing mobility. The employee performance questionnaire also consisted of 10 statement items. These items were developed based on employee performance indicators, including work quality, work quantity, task implementation, responsibility, timeliness, and cooperation.

Table 1. Operational Definition of Variables

Variable	Definition	Indicators	Number of Items	Scale
Health Protocol Implementation (X)	Employees' compliance with preventive practices implemented in the workplace during the COVID-19 pandemic.	Washing hands, wearing health masks, maintaining physical distance, avoiding crowds, and reducing mobility.	10 items	Modified Likert scale
Employee Performance (Y)	The work results and behavior shown by employees in carrying out their duties and responsibilities.	Work quality, work quantity, task implementation, and responsibility, timeliness, and cooperation.	10 items	Modified Likert scale

3.5. Data Collection Procedure

The primary data were collected through questionnaires distributed to 38 employees at PT PLN (Persero) UP3 Indramayu. The questionnaire was used to obtain quantitative data regarding employees' perceptions of health protocol implementation and employee

performance. Before the data were analyzed, the responses were checked to ensure that the questionnaire data were complete and usable.

In addition to the questionnaire, this study also used observation, interviews, and documentation as supporting data collection techniques. Observation was conducted to understand the implementation of health protocol discipline in the workplace. Interviews were used to obtain additional information related to employees' understanding of health protection and workplace discipline. Documentation was used to collect supporting information from relevant records and documents related to the research context. However, the main data analyzed statistically in this study were obtained from the questionnaire.

3.6. Data Analysis Technique

The collected data were analyzed using IBM SPSS Statistics software. No experimental hardware was used in this study because the research was survey-based. Data processing only required a standard computer device to input, clean, and analyze the questionnaire data using IBM SPSS Statistics.

The data analysis procedure consisted of several stages. First, a validity test was conducted to examine whether each questionnaire item was able to measure the intended variable. The validity of each item was assessed by comparing the value of the calculated correlation coefficient with the r-table value. An item was considered valid if the calculated r-value was higher than the r-table value.

Second, a reliability test was conducted to examine the consistency of the questionnaire items. The reliability test was measured using Cronbach's Alpha. A variable was considered reliable if the Cronbach's Alpha value was greater than 0.60. This test was important to ensure that the research instrument was consistent and suitable for measuring the variables.

Third, descriptive analysis was used to describe respondents' responses to health protocol implementation and employee performance. This analysis provided an overview of how respondents perceived the implementation of health protocols and their own work performance during the pandemic.

Fourth, correlation analysis was used to identify the direction and strength of the relationship between health protocol implementation and employee performance. Since the research model consisted of one independent variable and one dependent variable, the relationship was analyzed using simple correlation analysis.

Fifth, simple linear regression analysis was used to test the effect of health protocol implementation on employee performance. Simple linear regression was selected because this study only examined one independent variable and one dependent variable. The regression model used in this study was formulated as follows:

$$Y = a + bX + e$$

Where:

Y = Employee performance

a = Constant

b = Regression coefficient

X = Health protocol implementation

e = Error term

Sixth, the coefficient of determination was used to examine the percentage contribution of health protocol implementation to employee performance. The coefficient of determination was calculated from the squared correlation value and expressed as a percentage. This analysis was used to determine how much variation in employee performance could be explained by health protocol implementation.

Finally, hypothesis testing was conducted using a t-test at a significance level of 5%. The hypothesis was accepted if the significance value was lower than 0.05 or if the calculated t-value was higher than the t-table value. The hypothesis was rejected if the significance value was higher than 0.05. The research assumption was that the composite scores of the Likert-scale questionnaire could be treated as interval data and that the relationship between health protocol implementation and employee performance was linear.

3.7. Research Replication Procedure

To replicate this study, future researchers can follow these steps. First, determine the population of employees in the selected organization or work unit. Second, calculate the sample size using the Slovin formula or another appropriate sampling method. Third, select respondents using simple random sampling. Fourth, distribute a structured questionnaire consisting of health protocol implementation items and employee performance items. Fifth, input the questionnaire data into IBM SPSS Statistics. Sixth, conduct validity and reliability tests. Seventh, analyze the data using descriptive statistics, correlation analysis, simple linear regression, coefficient of determination, and t-test. By following these steps, future researchers can repeat the study in similar workplace contexts.

4. RESULTS AND DISCUSSIONS

4.1. Results

This section presents the results of data analysis obtained from 38 respondents at the warehouse of PT PLN (Persero) UP3 Indramayu. The analysis includes descriptive statistics, instrument validity, reliability, correlation analysis, simple linear regression, coefficient of determination, and hypothesis testing. Since this study used one independent variable, namely health protocol implementation, and one dependent variable, namely employee performance, the appropriate statistical technique used in this section is simple linear regression.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Sum	Mean	Standard Deviation
Health Protocol Implementation (X)	38	1674	44.05	2.48
Employee Performance (Y)	38	1728	45.47	2.24

The descriptive statistics show that the mean score of health protocol implementation was 44.05, while the mean score of employee performance was 45.47. These results indicate that the respondents generally provided high responses to both variables. This means that health protocol implementation and employee performance were perceived positively by employees at the PLN UP3 Indramayu warehouse.

Table 3. Item Validity Test

Item	r-count	r-table	Result
1	0.750	0.320	Valid
2	0.654	0.320	Valid

Item	r-count	r-table	Result
3	0.760	0.320	Valid
4	0.723	0.320	Valid
5	0.700	0.320	Valid
6	0.659	0.320	Valid
7	0.718	0.320	Valid
8	0.796	0.320	Valid
9	0.668	0.320	Valid
10	0.708	0.320	Valid

The validity test shows that all questionnaire items had r-count values greater than the r-table value of 0.320 at a 5% significance level. Therefore, all items were declared valid and suitable for measuring the research variables.

Table 4. Reliability Test

Variable / Instrument	Number of Items	Cronbach's Alpha	Criterion	Result
Research questionnaire	10	0.948	> 0.60	Reliable

The reliability test showed a Cronbach's Alpha value of 0.948, which is higher than the minimum criterion of 0.60. This result indicates that the questionnaire had a high level of internal consistency and could be used as a reliable instrument for data collection.

Table 5. Pearson Correlation Test

Variables	Pearson Correlation	Sig. (2-tailed)	N
Health Protocol Implementation and Employee Performance	0.443	0.005	38

The Pearson correlation result shows a positive correlation between health protocol implementation and employee performance, with a correlation coefficient of 0.443. This value indicates a moderate relationship. The significance value of 0.005 is lower than 0.05, which means that the relationship between health protocol implementation and employee performance is statistically significant.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.443	0.196	0.174	2.035

The model summary shows that the R value was 0.443, indicating a moderate relationship between health protocol implementation and employee performance. The R Square value was 0.196, meaning that health protocol implementation explained 19.6% of the variation in employee performance. The remaining 80.4% was explained by other factors outside the research model, such as leadership, motivation, workload, compensation, work environment, organizational culture, communication, and employee competence.

Table 7. ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
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Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.379	1	36.379	8.784	0.005
Residual	149.095	36	4.142		
Total	185.474	37			

The ANOVA test shows that the F-value was 8.784 with a significance value of 0.005. Since the significance value was lower than 0.05, the regression model was statistically significant. This means that health protocol implementation can be used to predict employee performance.

Table 8. Simple Linear Regression Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Constant	27.873	5.948		4.686	0.000
Health Protocol Implementation (X)	0.400	0.135	0.443	2.964	0.005

Based on the regression coefficient, the simple linear regression equation is:

$$Y = 27.873 + 0.400X$$

The equation indicates that if health protocol implementation increases by one unit, employee performance will increase by 0.400 units, assuming other factors remain constant. The regression coefficient of health protocol implementation was positive, indicating that better implementation of health protocols is associated with higher employee performance.

Table 9. Hypothesis Testing Result

Hypothesis	Relationship	t-value	Sig.	Result
H1	Health Protocol Implementation → Employee Performance	2.964	0.005	Supported

The hypothesis testing result shows that the t-value was 2.964 with a significance value of 0.005. Since the significance value was lower than 0.05, H1 was accepted. Therefore, health protocol implementation has a positive and significant effect on employee performance at the PLN UP3 Indramayu warehouse.

4.2. Discussions

The results of this study indicate that health protocol implementation has a positive and significant effect on employee performance at the PLN UP3 Indramayu warehouse. The correlation coefficient of 0.443 shows a moderate relationship between the two variables. This means that better implementation of health protocols tends to be followed by better employee performance. Although the relationship is not classified as strong, the result is still meaningful because health protocol implementation contributed 19.6% to employee performance.

This finding supports the argument that workplace health and safety practices are closely related to employee performance. During the COVID-19 pandemic, health protocols were not only public health measures but also part of organizational control and human resource management. Employees who followed health protocols were more likely to work in a safer environment, reduce the risk of infection, and maintain their work continuity. This is consistent with the view of the International Labour Organization (2020), which emphasized that

workplace management during COVID-19 should protect employees while maintaining organizational continuity.

The positive coefficient in the regression model indicates that health protocol implementation can support employee performance. In practical terms, when employees comply with health protocols such as wearing masks, washing hands, maintaining distance, avoiding crowds, and reducing unnecessary mobility, they can reduce health risks in the workplace. A safer workplace may reduce anxiety, improve work focus, and help employees complete their tasks more effectively. This condition is important in warehouse operations because employees are required to be physically present, handle operational materials, and coordinate directly with other employees.

The result is also consistent with employee performance theory. Employee performance is not only determined by individual ability, but also by work environment, discipline, organizational support, and the ability to adapt to changing conditions. Pradhan and Jena (2017) explain that employee performance includes task performance, adaptive performance, and contextual performance. In the pandemic context, adaptive performance becomes important because employees must adjust to new rules and safety procedures. Therefore, employees who are able to follow health protocols may also demonstrate better adaptability and responsibility in their work.

The finding also supports the concept of discipline in human resource management. Health protocols require employees to follow organizational rules, maintain personal responsibility, and comply with workplace procedures. This is related to employee discipline because compliance with health protocols reflects employees' willingness to obey rules and protect themselves and others. Putra (2019) argued that work discipline has a significant influence on employee performance because disciplined employees are more likely to complete their tasks on time and follow organizational expectations.

Furthermore, the result is in line with the idea that employee performance is affected by workplace conditions. Mangkunegara (2016) defines employee performance as the quality and quantity of work achieved by employees in carrying out their responsibilities. Simanjuntak (2005) also explains that performance refers to the level of achievement of work results. In this study, health protocol implementation can be understood as one of the workplace conditions that helps employees maintain their ability to perform. When employees feel protected and the workplace is managed safely, they may be more able to maintain the quality and quantity of their work.

However, the coefficient of determination shows that health protocol implementation explained only 19.6% of employee performance. This means that 80.4% of employee performance was influenced by other factors not included in this study. These factors may include leadership style, employee motivation, compensation, workload, communication, work facilities, organizational culture, job satisfaction, and employee competence. Therefore, although health protocol implementation has a significant effect, it should not be considered the only factor that determines employee performance.

The moderate relationship found in this study can be understood from the nature of warehouse work. Warehouse employees may be influenced by operational targets, availability of materials, coordination with technical units, work schedules, and physical working conditions. Health protocols may help employees work more safely, but employee performance still depends on broader organizational and managerial factors. This explains why the effect of health protocol implementation was significant but not dominant.

This study contributes to human resource management by showing that health protocol implementation can become an important factor in maintaining employee performance during crisis conditions. The study also provides practical implications for PT PLN (Persero) UP3

Indramayu. Management should continue to strengthen health protocol awareness, provide adequate facilities, supervise employee compliance, and integrate health protocols into workplace discipline. By doing so, health protocols can function not only as preventive health measures but also as part of employee performance management.

Overall, the findings support the hypothesis that health protocol implementation has a positive and significant effect on employee performance. This result confirms that workplace safety practices are relevant to employee performance, especially in operational units that require physical presence during a health crisis.

5. CONCLUSION

This study aimed to examine the effect of health protocol implementation on employee performance at the warehouse of PT PLN (Persero) UP3 Indramayu during the COVID-19 pandemic. Based on the results of the analysis, the objective of the study was accomplished. The findings show that health protocol implementation has a positive and significant effect on employee performance.

The correlation result showed a positive relationship between health protocol implementation and employee performance, with a correlation coefficient of 0.443. This value indicates a moderate relationship. The coefficient of determination showed that health protocol implementation contributed 19.6% to employee performance, while the remaining 80.4% was influenced by other factors outside the research model. The simple linear regression result also confirmed that better implementation of health protocols was followed by higher employee performance.

These findings indicate that health protocols are not only important as preventive health measures but also as part of workplace discipline and human resource management. In the context of warehouse employees, the implementation of health protocols can help create a safer working environment, reduce health risks, support work continuity, and improve employee responsibility in completing work tasks. Therefore, management should continue to strengthen employee awareness, provide adequate health protocol facilities, and supervise compliance with workplace health procedures.

Overall, this study concludes that health protocol implementation is an important factor in supporting employee performance at the PLN UP3 Indramayu warehouse. Although its contribution is moderate, health protocol implementation remains relevant for maintaining employee safety and organizational performance, especially in operational work units that require physical presence during crisis conditions.

LIMITATION AND STUDY FORWARD

This study has several limitations. First, the study was conducted only at the warehouse of PT PLN (Persero) UP3 Indramayu, so the findings cannot be generalized to all PLN units or other organizations. Second, the number of respondents was limited to 38 employees, which may affect the strength of the statistical generalization. Third, this study used a cross-sectional survey design, meaning that the data were collected at one point in time and could not explain long-term changes in employee performance. Fourth, the study only examined one independent variable, namely health protocol implementation, while employee performance may also be influenced by other factors such as leadership, motivation, workload, compensation, communication, work environment, organizational culture, and employee competence.

Future studies are recommended to expand the research location to other PLN units or other essential service organizations. Further research can also use a larger sample size to

obtain stronger and more generalizable findings. In addition, future researchers may include other variables such as occupational safety climate, work discipline, leadership support, employee motivation, work environment, job satisfaction, and organizational commitment. A mixed-method approach can also be used to combine questionnaire data with interviews so that the relationship between health protocol implementation and employee performance can be understood more deeply. Longitudinal research is also recommended to examine whether health protocol compliance has a long-term effect on employee performance after the pandemic period.

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