

## Analysis of employee performance in wood processing companies: The role of competence, occupational safety and health, perceived organizational support, and employee engagement



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### ABSTRACT

*This study aims to examine the effect of competence, occupational safety and health, perceived organizational support, and employee engagement on employee performance in wood processing companies. The study employed a quantitative approach by distributing questionnaires to 125 production employees with a minimum of one year of work experience. Data were analyzed using SmartPLS 3.0 to assess the measurement model and examine the relationships among variables. The findings indicate that competence does not directly influence employee performance, whereas occupational safety and health, perceived organizational support, and employee engagement have a positive effect on performance. The model explains 68.4% of the variance in employee performance, highlighting the importance of organizational and psychological factors in enhancing performance. This study is limited to a single industry and relies on self-reported data. Future research is encouraged to apply different analytical approaches, expand respondent characteristics, and use more varied measurement instruments to provide more comprehensive insights.*

**Keywords:** Competence; Occupational Safety and Health; Employee Engagement;  
Perceived Organizational Support; Employee Performance



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## INTRODUCTION

Countries that adopt an open economic system consider foreign trade, particularly exports, a key driver of national economic growth (Bustaman et al., 2022). As a developing country, Indonesia has a number of export-oriented manufacturing companies, including in the wood processing sector (Putrawan & Yudha, 2023). One of the wood processing companies located in Tipar Kidul Village, Ajibarang District, Banyumas Regency exports wood to Taiwan with the main raw material being sengon (albasia) wood, which is processed into barecore and operates commercially on an area of 27.440 m<sup>2</sup>. However, the company has experienced a decline in production, which initially reached 55.067 pieces in January 2025 and decreased to 31.500 pieces in September 2025. This significant decline in production indicates that the performance of employees at the wood processing company still needs to be improved.

Employee performance plays a vital role in maintaining production continuity, especially amid global market competition that requires companies to be able to meet foreign buyers' demands in a timely manner and with satisfactory quality (Rahayu et al., 2024). Performance is the outcome attained by personnel in their occupational duties in alignment with specified standards that are enforced upon specific jobs (Bagis et al., 2023). This means that achieving production targets is inseparable from how companies manage and empower their employees. Therefore, it is essential for companies to give careful consideration to various factors that affect employee performance, including competence, occupational safety and health, perceived organizational support, and employee engagement.

Competence is one of the important factors that employees must have in order to support performance achievement (Irmayanti et al., 2020). According to Spencer and Spencer in Ramdhan & Ridwan (2023), competence is a characteristic that forms the basis for individuals in terms of how effective they are at work or the fundamental nature of a person that has a causal relationship with the benchmarks applied as a standard. This competence is an important asset that enables employees to work professionally. Accordingly, this ability must be continuously developed so that employees' contributions to the company in the future will be optimized. This assertion is substantiated by Wibisono et al., (2022), Gugo (2023), and Nurlita et al., (2020) who identified that competence exerts a statistically meaningful and favorable influence on employee performance. However, the results of research by Noviyanti and Ismaya (2022) state that competence exerts no measurable influence on employee performance.

In addition to competence, which constitutes a pivotal determinant in improving employee performance, occupational safety and health aspects are likewise important in improving employee work efficiency (Amin & Ichsan, 2024). The implementation of occupational safety and health itself is crucial in companies, especially in wood processing companies that have a strong level of occupational risk due to the use of production machinery and raw wood materials. This is in line with Law No. 1 of 1970, which stipulates that every worker is entitled to protection for their safety while performing their duties for the sake of their livelihood and the improvement of national production and productivity. Therefore, The application of occupational safety and health principles is determined to be an essential element that must receive serious attention from companies in every activity that involves employee (Naima & Aransyah, 2023). This is confirmed by a study Aldani et al., (2023), Lutfiah & Anggi (2024), and Sianturi & Siregar (2023) who found that occupational safety and health had a significant meaningful impact on employee performance. However, the results of the study from

Wangi et al., (2020) discovering the negative impact of occupational safety and health on employee performance.

In addition to competence and awareness of occupational safety and health, support from the company also influences employee performance (Rahmawati et al., 2022). Perceived organizational support is employees' perception of the organization's support and concern for them Eisenberger (2002) in Alshaabani et al., (2021). In wood processing companies, positive perceptions of organizational support can encourage employees to work more optimally, increase loyalty, and contribute maximally to achieving the company's production and export targets. This is reinforced by research Rahardjo & Raharja (2023), Ratnasari et al., (2022), and Yusuf & Lukiyana (2022) which asserts that perceived organizational support yields a statistically meaningful favorable impact on employee performance. Nevertheless, the findings derived from Diana & Frianto (2021) shows that perceived organizational support has a negligible negative effect on employee performance.

The recognition and attention given by the company through perceived organizational affection can form an emotional bond between employees and the company (Santri et al., 2023). This relationship is reflected in employee engagement, which is a condition where individuals show dedication, enthusiasm, and commitment to their work. Employee engagement is crucial for optimizing employee performance. Employees who feel involved, have autonomy in their tasks, and receive appreciation from the organization tend to show higher motivation and determined to contribute maximally (Sallyuana et al., 2024). This is reinforced by research Habibah et al., (2024), Putra & Adriansyah (2022), and Ruchiyat et al., (2025) which confirms that employee engagement has a positive and significant effect on employee performance. However, research findings from Haedar (2021) identified an adverse non-significant impact of employee engagement on employee performance.

This study is a development of earlier research undertaken by Indriani et al., (2022), the findings of the study reveal that competence and occupational safety and health each exert a favorable and statistically meaningful impact on employee performance. Then, for the main development in this study, the researchers added the variables of perceived organizational support and employee engagement, because within the study undertaken by Susanti et al., (2025) and Noviardy & Aliya (2020) these variables have a positive and significant effect on employee performance. The reason for the researchers' development is to generalize the factors that can impact employee performance, because there are still various research findings on each variable that do not fully and perfectly influence employee performance.

The difference in this study lies in the object being studied, namely employees of a wood processing company located in Tipar Kidul Village, Ajibarang District, Banyumas Regency. This company is a corporation that operates in the sector of processing sengon (albasia) wood into barecore for export. This company has a strategic role in supporting the export performance of Indonesia's forestry sector. Thus, research on this company is expected to contribute significantly to optimizing understanding of human resource management, particularly in relation to efforts to improve employee performance in the wood processing industry. Grounded in the contextual exposition and several antecedent studies, the author decided to use the research title "Analysis of Employee Performance in Wood Processing Companies: The Role of Competence, Occupational Safety and Health, Perceived Organizational Support, and Employee Engagement"

## LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

### Resources Based View (RBV) Theory

The Resource Based View (RBV) theory emphasizes that internal resources possessed by an organization, including employee competencies and the application of occupational safety and health, can be a source of competitive advantage if managed effectively (Aslamiyah et al., 2024). In this study, wood processing companies have high occupational risks, so employee competencies and the application of occupational safety and health are strategic resources. Adequate competencies support work accuracy and efficiency, while good occupational safety and health practices protect employees from accident risks, thereby maintaining productivity (Chukwuma et al., 2025). Therefore, the Resource Based View theory is used to clarify the influence of competencies and occupational safety and health on employee performance (Barney, 2015).

### Social Exchange Theory (SET)

According to social exchange theory (SET) presented by Blau (1964) the relationship between employees and institutions is based on the principle of mutual benefit. Employees tend to contribute optimally, including demonstrating high performance, when they feel valued, treated fairly, and receive both material and psychological benefits from the organization (Fauzi, 2025). In this study, perceived organizational support signifies the extent to which employees perceive themselves as appreciated and attended to by the organization. This support encourages employee engagement as a psychological response from employees, which ultimately has an impact on improving employee performance. Employees who are actively immersed in their work exhibit elevated degrees of positive energy and full commitment to the tasks they perform (Astuti & Suwandi, 2022). This condition allows them to focus fully on their work, thereby reducing their tendency to leave the organization (Kaur & Randhawa, 2021).

### Employee Performance

According to Kasmir (2016) performance is the achievement of tasks or work behavior achieved by individuals when completing their duties within a certain period of time. An increase in individual performance will contribute to an increase in corporate performance because the two are strongly related (Asif, 2021). In addition, employee performance can be understood as something produced by employees, either individually or collectively, when completing tasks, through the support of factors provided by the company so that employees are able to achieve optimal work results (Aldani et al., 2023). Thus, employee performance is essentially a combination of results, processes, and organizational support factors that interact with each other to achieve the company's goals. Employee performance is measured through indicators of quality, quantity, time, cooperation between employees, cost effectiveness, and supervision (Kasmir, 2016).

### Competence on Employee Performance

Competence can be understood as the abilities, skills, and personal characteristics that a person possesses in carrying out tasks in a company or organization (Nurlita et al., 2020). On the other hand, competence is also viewed as a fundamental characteristic possessed by individuals, which influences their patterns of thinking and acting in various work situations, and is relatively permanent within employees over a long period of time (Kristin, 2022). Based on this description, it can be understood that competence is a

combination of abilities, skills, knowledge, and individual characteristics that enable a person to perform tasks in accordance with job requirements.

Competence has a strong relationship with employee performance in a company, if employees have adequate competence, the company's vision, mission, and objectives will be easier to achieve, and may even exceed the set targets (Sabrina & Pasaribu, 2023). This condition will be reflected in optimal employee performance, namely the attainment of job outcomes measured through both qualitative and quantitative aspects in line with the assigned duties (Situmorang et al., 2023). Competence indicators are knowledge, skills, and behavior (Sedarmayanti, 2021). Study by Irmayanti et al., (2020), Nurwin & Frianto (2021), Situmorang et al., (2023), and Yasin (2023) shows that competence exerts a beneficial and statistically meaningful influence on employee performance. In line with the consistency of previous research findings, this study reexamines the effect of competence on employee performance in wood processing companies, resulting in the following research hypothesis:

*H1 : Competence has a positive effect on employee performance in wood processing companies*

### **Occupational Safety and Health on Employee Performance**

Occupational safety and health are protective measures aimed at ensuring that all employees and parties involved in the work feel safe and comfortable, thereby enabling the manufacturing operation to proceed securely and with optimal efficiency (Sinaga & Bernarto, 2022). The execution of occupational safety and health is crucial for companies, because the negative effects of workplace incidents are not only felt by workers, but also affect the sustainability of the company. In Indonesia, K3 quality control was first introduced through the practice of the Occupational Safety and Health Management System (SMK3). The implementation of this system is based on Minister of Manpower Regulation No. 05 of 1996, which requires companies with more than 100 employees, as well as small-scale companies with potential hazards in their work processes, to implement SMK3 to ensure the safety of their workforce (Lutfiah, & Anggi, 2024).

According to Mangkunegara (2016) in Aldani et al., (2023) Safety and health indicators include the condition of the work environment, air conditioning, lighting, use of work equipment, and the physical and mental condition of employees. Efforts to implement safety and health are carried out through the management of potential threats and risks in the work area as a preventive measure to minimize or eliminate accidents and occupational diseases. One form of implementation is the provision of final personal protective equipment (PPE) that complies with standard requirements, thereby creating a sense of security for workers and encouraging them to perform their duties optimally (Yugiantoro et al., 2023). Previous research by Ningsih et al., (2024), Naima & Aransyah (2023), Sitompul et al., (2023), and Syahputra & Santoso (2023) shows that occupational safety and health has a significant positive effect on employee performance. In line with the consistency of previous research findings, this study reexamines the effect of occupational safety and health on employee performance in wood processing companies, resulting in the following research hypothesis :

*H2: Occupational safety and health has a positive effect on employee performance in wood processing companies*

### **Perceived Organizational Support on Employee Performance**

Perceived organizational support is the degree to which employees believe that their institution appreciates their efforts, attends to their welfare, and meets their emotional

and social needs (Purwono et al., 2023). Perceived organizational support denotes workers viewpoint regarding the degree to which the organization acknowledges their input and supports their contributions, which demonstrates the entity's commitment to employee welfare. Such support can be manifested through awards, incentives, allowances, insurance facilities, and the provision of work motivation (Susanti et al., 2025). According to Rhoades and Eisenberger (2002) and Rahmawati et al., (2022) there are three indicators in the perception of organizational support, namely perceived fairness, supervisor support, and organizational rewards and working conditions.

According to social exchange theory, employees who possess a favorable POS level from the company will strive to give their maximum performance for the company (Nur'aini & Mulyana, 2024). Research conducted by Pratiwi & Muzakki (2021), Sutrisno et al., (2023), and Yusuf & Lukiyana (2022) identified a beneficial and statistically meaningful effect of Perceived Organizational Support on employee performance. In line with the consistency of previous research findings, this study reexamines the effect of perceived organizational support on employee performance in wood processing companies, resulting in the following research hypothesis :

*H3: Perceived Organizational Support has a positive effect on employee performance in wood processing companies*

### **Employee Engagement on Employee Performance**

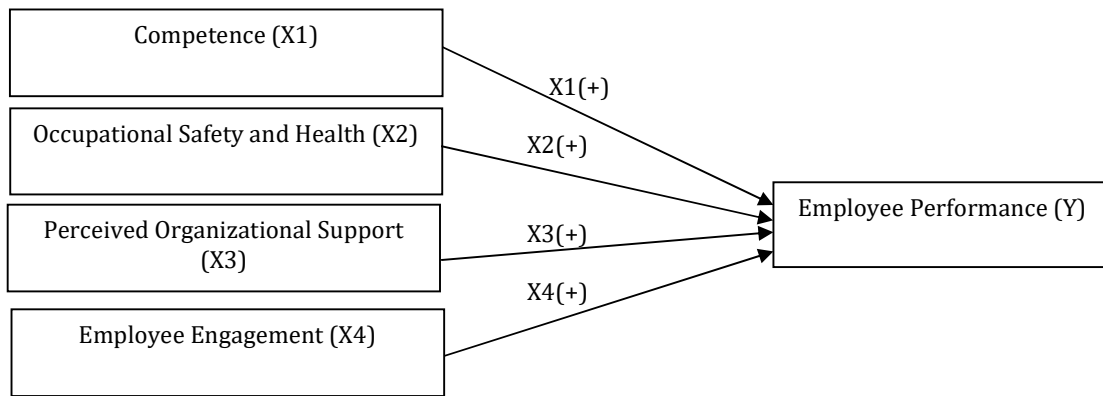
Employee engagement is conceptualized as the degree of involvement and attachment of individuals in the work environment, which is reflected in their efforts to perform their duties optimally and their commitment to correcting any mistakes that occur (Santri et al., 2023). Engaged employees have energy and efficient working relationships with their tasks, while also feeling capable of completing all their responsibilities. In addition, engagement is also understood as a positive condition related to work and marked by vigor, dedication, and absorption (Bagis et al., 2021). Employee engagement constitutes a critical determinant in building loyalty to the company. When employees feel engaged, they will have full awareness of the importance of their roles and responsibilities, thus motivating them to perform their work optimally by utilizing their best abilities (Rosid & Fazira, 2024).

Schaufeli and Bakker (2003) in Alshaabani et al., (2021) mentions three indicators of employee engagement, namely vigor, dedication, and absorption. A study by Astuti & Suwandi (2022), Habibah et al., (2024), and Pratiwi & Fatoni (2023) found that employee engagement has a positive and significant effect on employee performance. In line with the consistency of previous research findings, this study reexamines the effect of employee engagement on employee performance in wood processing companies, resulting in the following research hypothesis :

*H4: Employee Engagement has a positive effect on employee performance in wood processing companies*

### **Research Framework**

The conceptual framework in Figure 1 describes the relationship between competency, occupational safety and health, perceived organizational support, and employee engagement on employee performance.



Source : Constructed by author for this study, 2025

**Figure 1**  
**Conceptual Framework**

## METHOD

The research approach employed in the present study adopts a quantitative conducted on production employees with daily contract status. The population in this study includes all 338 employees of the wood processing company. Furthermore, respondent selection was conducted using purposive sampling, which involves selecting samples based on predetermined criteria in accordance with the research objectives (Sugiyono, 2022), used with the following criteria: (1) employees must have a minimum of one year of service, and (2) work in the production department. These criteria were formulated so that the participants would have sufficient empirical skills to understand work procedures, occupational safety and health conditions, and interactions with the organization so that they could provide relevant answers to the research instruments. Based on these criteria, 125 respondents were found to be eligible and willing to complete the questionnaire.

This study seeks to examine the impact of independent variables, namely competence, occupational safety and health, perceived organizational support, and employee engagement, on the dependent variable, namely employee performance at the wood processing companies. In this study, data were gathered through a questionnaire containing a number of statements adapted from previous studies. The indicators for each research variable are described descriptively as follows.

Employee performance indicators are quality, quantity, timeliness, effectiveness, independence, and work commitment (Robbins & Judge, 2017). Competence indicators are knowledge, skills, and behavior (Sedarmayanti, 2021). Occupational safety and health indicators include the condition of the work environment, air quality, lighting, use of work equipment, and the physical and mental condition of employees Mangkunegara (2016) in Aldani et al., (2023).

Furthermore, the perceived organizational support indicator includes perceived fairness, support from superiors, organizational recognition, and working conditions Rhoades and Eisenberger (2002) in Rahmawati et al., (2022) and indicator employee engagement namely vigor, dedication, dan absorption Schaufeli and Bakker (2003) in Alshaabani et al., (2021). Each statement is measured using a five-point Likert scale: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD).

Data processing was performed using Partial Least Square (PLS) through SmartPLS version 3.0 using the Structural Equation Modeling (SEM) approach, which included validity and reliability testing, as well as structural model analysis to test the research hypotheses.

## RESULTS AND DISCUSSION

### Respondent Characteristics

The data collection results show that the majority of respondents in this company are women, namely 62.4%, while men account for 37.6%. In terms of age, the largest group is in the 20–30 age range, accounting for 31.2%, indicating that the majority of human resources are in their productive age phase. Based on marital status, 71.2% of respondents are married and 28.8% are unmarried, indicating that the majority of employees are at a relatively stable stage in their lives.

In terms of length of service, the largest proportion came from employees with 2–5 years and 6–9 years of service, each at 36.8%, while those with  $\geq 10$  years of service accounted for 24% and those with  $< 2$  years only 2.4%. In terms of highest level of education, most respondents possessed a junior high school education (50.4%), followed by senior high school (37.6%) and elementary school (12%). This composition shows that jobs in the wood processing industry are mostly filled by middle-level workers who rely on technical skills.

**Table 1**  
**Respondent Identity Profile**

Category	Frequency	Percentage
Gender		
Male	47	37,60
Female	78	62,40
Age (Years)		
< 20	0	0,00
20 - 30	39	31,20
31 - 40	27	21,60
41 - 50	35	28,00
$\geq 51$	24	19,20
Marital Status		
Married	89	71,20
Not Married	36	28,80
Work Experience (Years)		
< 2	3	2,40
2-5	46	36,80
6-9	46	36,80
$\geq 10$	30	24,00
Highest Level Of Education		
Elementary School	15	12,00
Junior High School	63	50,40
Senior High School	47	37,60
Diploma	0	0,00
Bachelor's Degree	0	0,00

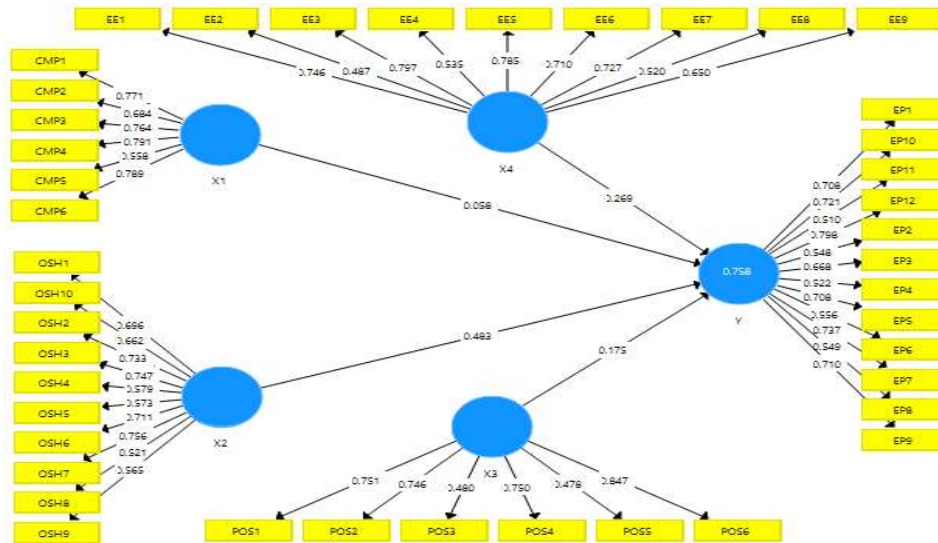
Source : Primary Data, 2025

### Measurement Model Analysis (Outer Model)

Outer model explains how indicators are linked to latent variables constructs in the study (Hair et al., 2021). Evaluation of this model includes testing convergent validity, reliability, and discriminant validity through outer loading values, Average Variance

Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha, and Fornell-Larcker criteria (Hair et al., 2021).

Figure 2 presents the results of the outer model evaluation based on the Partial Least Squares (PLS) output, which displays the outer load values of each indicator on the latent variable construct.



Source : Primary Data, 2025

**Figure 2**  
**Outer Loadings Output**

Based on the outer loading analysis results presented in the Figure 2, an evaluation was conducted on the suitability of each indicator in presenting the construct. A number of indicators were found to have loading values  $<0.60$  and were therefore eliminated because they were considered not to contribute adequately to the formation of the construct (Ghozali, 2021). Indicators that did not meet these criteria included the variables of competence (CMP4), occupational safety and health (OSH4, OSH5, OSH6, OSH8, OSH9, OSH10), perceived organizational support (POS3, POS5), employee engagement (EE2, EE4, EE8, and EE9), and employee performance (EP2, EP4, EP6, EP8, EP11).

After eliminating indicators that did not meet the validity and reliability criteria, the remaining indicators were reevaluated to ensure that all constructs fulfilled the requirements of convergent validity and reliability. The results of this evaluation are presented in Table 2.

**Table 2**  
**Convergent Validity and Reliability**

Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
<b>Competence (X1)</b>				
I have knowledge in using work equipment (CMP1)	0,792	0,836	0,882	0,601

With my knowledge, I can complete my work well (CMP2)	0,701			
With my skills, I am able to work well with colleagues (CMP3)	0,778			
My attitude at work is always in compliance with applicable rules and norms (CMP5)	0,803			
I am always responsive and diligent in carrying out the work assigned by my superiors (CMP6)	0,796			
<b>Occupational Safety and Health (X2)</b>				
The arrangement and storage of hazardous materials lacks attention to safety (OSH1)	0,735	0,831	0,888	0,665
The workspace is too crowded and cramped (OSH2)	0,796			
Air circulation in the workspace is insufficient (OSH3)	0,847			
Work equipment is used in accordance with Company Standard Operating Procedures (SOP) (OSH7)	0,877			
<b>Perceived Organizational Support (X3)</b>				
I feel that I am treated fairly in accordance with my contributions (POS1)	0,725	0,798	0,869	0,625
I feel that company regulations are applied fairly (POS2)	0,791			
The supervisors provides guidance on my work (POS4)	0,774			
I receive adequate facilities to support my work (POS6)	0,865			
<b>Employee Engagement (X4)</b>				
I feel enthusiastic when working (EE1)	0,805	0,842	0,888	0,613
I always try to give my best when working (EE3)	0,822			
I feel proud of my work (EE5)	0,795			
I feel highly dedicated (EE6)	0,748			
I am serious in doing every task assigned to me (EE7)	0,742			
<b>Employee Performance (Y)</b>				
I do my work with high accuracy (EP1)	0,758	0,862	0,894	0,547
Able to achieve the targets set by the company (EP3)	0,682			
I arrive and leave work on time (EP5)	0,756			
Participate in training to improve performance (EP7)	0,764			
Continue working even when no supervisor is present (EP9)	0,739			
Able to complete the workload assigned by the company without asking for help from others (EP10)	0,706			
Work with the responsibilities assigned (EP12)	0,770			

Source : Primary Data, 2025

The indicators analyzed in Table 2 uniformly exhibits loading values >0.60, thus satisfying convergent validity and reliability. In addition, the Cronbach's Alpha and CR test values are > 0.70. Composite Reliability is considered more accurate because it takes into account the weight of the indicators, whereas Cronbach's Alpha is inclined to yield more restrained estimates (Hair et al., 2021). Furthermore, an assessment of the AVE

value was carried out to verify that the indicators adequately explain the construct. In general, an AVE value >0.50 is considered to have met the criteria for adequate representation of indicators for the construct (Ghozali, 2021). Refer to the evidence presented in Table 2, it is apparent that all constructs in this study achieved this value, so that convergent validity can be declared fulfilled.

Discriminant validity was then examined to ascertain that every construct within the research model was truly different from other constructs. This test used the Fornell-Larcker criteria, which equates the square root of the AVE value of a construct with its correlation coefficient to other constructs in the design. The results of discriminant validity testing based on the Fornell-Larcker criteria are presented in Table 3.

**Table 3**  
**Discriminant Validity: Fornell-Larcker Criteria**

Variabel	CMP	OSH	POS	EE	EP
CMP (X1)	<b>0,775</b>				
OSH (X2)	0,492	<b>0,816</b>			
POS (X3)	0,623	0,502	<b>0,790</b>		
EE (X4)	0,573	0,601	0,732	<b>0,783</b>	
EP (Y)	0,642	0,680	0,704	0,736	<b>0,740</b>

Source : Primary Data, 2025

With reference to Table 3, the square root of the AVE for every construct exceeds its corresponding correlation coefficient with the remaining constructs. This phenomenon indicates that every construct is quite separate from other constructs, which means that the Fornell-Larcker criteria are met (Ghozali, 2021).

### Structural Model Analysis (Inner Model)

The Inner Model evaluation aims to predict the relationship between latent variables. This is done by analyzing the percentage of variance using the R-Square value (Ghozali, 2021). The results of the inner model evaluation based on R-square values are presented in Table 4.

**Table 4**  
**R Square**

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0,695	0,684

Source : Primary Data, 2025

Referring to the analysis in Table 4, the R-Square value for the Employee Performance (Y) variable is recorded at 0.695, with an Adjusted R-Square value of 0.684. This condition describe that the variables of competence, occupational safety and health, perceived organizational support, and employee engagement can adequately account for 68.4% of the variation in Employee Performance. Meanwhile, the residual 31.6% is shaped by additional factors beyond the scope of this study. Based on the R-Square assessment criteria, a value between 0.50 and 0.75 is considered moderate. This category indicates that the structural design has a fairly good level of predictive capability, although it has not yet reached a substantial level. The next step in the analysis is hypothesis testing to examine the significance of the relationship among the latent variables. The results of the hypothesis testing are presented in Table 5.

**Table 5**  
**Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Competence → Employee Performance	0,191	0,192	0,108	1,776	0,076	Rejected
Occupational Safety and Health → Employee Performance	0,306	0,281	0,149	2,050	0,041	Accepted
Perceived Organizational Support → Employee Performance	0,233	0,247	0,103	2,257	0,024	Accepted
Employee Engagement → Employee Performance	0,272	0,289	0,124	2,188	0,029	Accepted

Source : Primary Data, 2025

Hypothesis testing is the final phase in structural design estimation, which aims to assess the statistical relevance of direct associations among variables. As indicated in Table 5, a hypothesis is considered valid when the T-statistic reaches  $\geq 1.658$  and the p-value remains below 0.05, signifying that the independent variable exerts a meaningful influence on the dependent variable (Hair et al., 2021). Refer on the analytical outcomes, all path coefficients have positive original sample values, indicating that each independent variable contributes to an impact that improves employee performance. However, not all of these relationships are statistically significant.

The testing outcomes indicate that competence fails to exert a statistically meaningful impact on employee performance. This condition is evidenced by a T-statistic score of 1.776 alongside a p-value of 0.076, both of which exceed the established significance criterion. Therefore, the association linking the two variables lacks statistical significance supported even though the path coefficient is positive. In contrast to competence, the variables of occupational safety and health were found to have a significant effect on employee performance. A T-statistic value of 2.050 and a p-value of 0.041 indicate that occupational safety and health contribute significantly to optimizing performance, as reflected in a path coefficient of 0.306.

Furthermore, perceived organizational support has been empirically demonstrated to have a meaningful and beneficial effect on employee performance, as indicated by a T-statistic of 2.257 alongside a p-value of 0.024 show that the organizational support perceived by employees can improve their performance. Furthermore, the employee engagement variable also has a significant positive effect on employee performance with a T-statistic value of 2.188 and a p-value of 0.029. Thus, employee engagement is proven to contribute significantly to employee performance in this study.

### **The Effect of Competence on Employee Performance**

The study findings reveal that competence does not affect employee performance, even though the correlation coefficient shows a positive direction. This indicates that the

capacities, understanding, and competencies held by personnel are not yet fully capable of driving real performance improvements. From a Resource-Based View (RBV) perspective, competencies reflected through indicators of knowledge and skills should be valuable strategic resources capable of increasing productivity, while work behavior serves a function in guaranteeing that these competencies are consistently applied in work activities.

However, in this study, these three indicators have not been integrated with a supportive human resource management system, particularly a compensation system that is still based on attendance. This condition has resulted in improvements in knowledge and skills not being followed by incentives to improve the quality of work output, while good work behavior has not received commensurate appreciation. As a result, competencies remain latent individual potential and have not been converted into performance excellence. These findings align with Kustiany (2022), Ngurah et al., (2022), and Radista & Edalmen (2024) which also found that competence does not affect performance when organizations are unable to provide adequate support, including in the form of appropriate financial rewards.

### **The effect of Occupational Safety and Health on Employee Performance**

Data analysis shows that occupational safety and health have a positive effect on employee performance. This indication confirms that the more comprehensive the implementation of protection and hygiene elements in the work environment, the higher the performance of employees. A safe, peaceful, and low-risk workplace can improve employee focus, motivation, and work effectiveness because they feel protected while performing their duties.

From a Resource-Based View (RBV) perspective, a well-managed occupational safety system is a valuable organizational resource because it can maintain the sustainability of labor productivity and minimize potential losses due to workplace accidents (Chukwuma et al., 2025). When occupational safety and health are viewed as strategic assets and integrated into human resource management, organizations will gain a sustainable performance advantage. These findings align with Ningsih et al., (2024), Naima & Aransyah (2023), and Widodo et al., (2021) which shows that occupational safety and health has a positive effect on employee performance, thereby reinforcing the evidence that occupational safety and health is a crucial component in building a productive and high-performing workplace.

### **The Effect of Perceived Organizational Support on Employee Performance**

This study shows that perceived organizational support has a positive effect on employee performance. This indicates that the stronger the perceived organizational affection of workers, the more optimal their performance will be. This support can take the form of attention to employee welfare, appreciation for their contributions, access to adequate facilities, and fair treatment from management. When workers feel appreciated, recognized, and supported, they will be motivated to work better.

From the standpoint of Social Exchange Theory (SET), organizational support is seen as a form of positive treatment that encourages a reciprocal relationship between employees and the company. When companies show sincere concern, provide assistance, and demonstrate a commitment to employee development, employees feel a moral obligation to reciprocate (Maan et al., 2020). This reciprocity manifests itself in the form of improved performance, loyalty, and a willingness to go the extra mile (extra-role behavior). These results are consistent with prior studies Pratiwi & Muzakki (2021),

Sutrisno et al., (2023), and Yusuf & Lukiyana (2022) which shows that occupational safety and health has a positive effect on employee performance. The findings confirm that perceived organizational support is a strategic factor that influences operational success through improved individual performance.

### **The Effect of Employee Engagement on Employee Performance**

The results of this study show that employee engagement has a positive effect on employee performance. This finding confirms that the level of employee engagement, as reflected in their enthusiasm, dedication, and sincerity in carrying out their duties, can accelerate concrete improvements in work performance. In other words, when employees feel emotionally connected, have a sense of attachment to their work, and show high commitment, these conditions directly contribute to increased work effectiveness and productivity.

From the perspective of Social Exchange Theory (SET), engagement emerges as a reciprocal response to positive treatment from the organization. When employees receive adequate support, role clarity, a conducive work environment, and good interpersonal relationships, they are motivated to reciprocate through optimal performance. It is this healthy social exchange between the organization and employees that strengthens the relationship between engagement and performance (Astuti & Suwandi, 2022). The findings are reinforced by Astuti & Suwandi (2022), Habibah et al., (2024), and Pratiwi & Fatoni (2023) which likewise revealed that employee engagement exerts a statistically meaningful influence on employee performance. These studies confirm that employee engagement will have a strong impact on performance when organizations provide consistent support and an adequate work environment to optimize that engagement into tangible performance.

### **CONCLUSION AND SUGGESTION**

Based on the research findings, it can be concluded that of the four independent variables tested, namely Competence, Occupational Safety and Health, Perceived Organizational Support, and Employee Engagement, there are differences in their contribution to influencing employee performance. The variables of Occupational Safety and Health, Perceived Organizational Support, and Employee Engagement were found to have a positive influence on employee performance. This indicates that safe and healthy working conditions, strong organizational support, and high employee engagement in performing tasks can encourage improvements in the quality and productivity of employee performance. Meanwhile, the Competence variable has no effect on employee performance. This means that although this variable moves in the same direction as improvements in employee performance, its contribution is not strong enough to have a statistically significant effect in the context of this study.

This finding is reinforced by the coefficient of determination, which indicates that approximately 68% of the variance in employee performance can be explained by the four variables examined, while the remaining variance is influenced by factors beyond the scope of this study. Practically speaking, the outcomes of this investigation carry substantial implications for organizational management. Companies are advised to continue strengthening the implementation of occupational safety and health programs, increasing organizational support, and strengthening employee engagement through appreciation, attention to employee welfare, and facilitation of work needs. In addition, competence development needs to be carried out, even though its influence is not yet

significant, because theoretically this aspect still has the potential to contribute to future performance.

The authors acknowledge the limitations of this study. Therefore, future research is expected to use more diverse measurement instruments and expand the number and types of respondents, so that the results obtained can offer a more precise and holistic depiction of the determinants shaping employee performance. Based on the results of this study, further research is recommended to examine the role of job crafting as an additional variable, as this variable has the potential to explain why competence has not had a significant effect on employee performance.

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