

The Role of Competence, Occupational Safety and Health, Leadership, Work Motivation, Satisfaction and 5R Culture on Performance

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Abstract

In the era of globalization and increasingly tight industrial competition, companies are required not only to achieve production and profit targets, but also to build conducive industrial relations between management and employees. Good industrial relations can create a harmonious, productive, and sustainable work climate. Two important factors that contribute to the creation of healthy industrial relations are employee competence and the implementation of Occupational Safety and Health (K3). Competence has a significant effect on improving employee performance. The implementation of K3 plays an important role in creating a safe work environment and increasing work enthusiasm. The combination of competence and K3 simultaneously improves employee performance and contributes to harmonious industrial relations. Employee competence is an important factor in determining the level of individual performance. Employees who have good knowledge, skills, and work attitudes tend to be able to complete tasks more effectively and efficiently. The implementation of Occupational Safety and Health (K3) has a positive impact on the work environment, creating a sense of security and comfort, and reducing the risk of work accidents. This has a direct impact on increasing employee morale and productivity. Simultaneously, competence and K3 contribute positively to improving employee performance.

Keywords: Competence, Occupational Safety and Health, Leadership, Work Motivation, Satisfaction, 5R Culture, Performance

Introduction

In the era of globalization and increasingly tight industrial competition, companies are required not only to achieve production and profit targets, but also to build conducive industrial relations between management and employees. Good industrial relations can create a harmonious, productive, and sustainable work climate. Two important factors that contribute to the creation of healthy industrial relations are employee competence and the implementation of Occupational Safety and Health (K3). Both play a direct role in driving individual and organizational performance as a whole. Competence is a combination of knowledge, skills, and attitudes possessed by employees in carrying out their duties. Competent employees have technical understanding and work behavior that supports the

achievement of company targets. Good competence not only increases work efficiency, but also minimizes work errors, strengthens trust between workers and management, and creates higher job satisfaction. When employees feel confident in their abilities, they will work more productively and responsibly. This has an impact on improving individual and collective performance which directly supports the stability of industrial relations.

Occupational Safety and Health (K3) is one of the fundamental aspects in workforce management. Employees who work in a safe environment, free from the risk of accidents and occupational diseases, will feel more appreciated and motivated. Effective implementation of K3 not only fulfills legal and moral aspects, but also strengthens the relationship of trust between workers and employers. A safe work environment also reduces absenteeism, work accidents, and health problems, all of which have an impact on increasing productivity and work quality. Consistent implementation of K3 creates the perception that the company cares about employee welfare, thus strengthening a harmonious work climate. Competence and K3 do not stand alone in influencing performance, but complement each other. Employees who have high competence but work in an unsafe environment will still be at risk of experiencing performance disorders. Conversely, a safe work environment but filled with less competent workers will not produce optimal output.

By improving competence through continuous training and implementing a structured K3 system, companies can form productive, disciplined, and loyal work teams. This has a direct impact on achieving organizational targets and a positive work climate. Improving employee competence and implementing K3 consistently are the main strategies in creating conducive industrial relations. Both of these aspects contribute directly to improving employee performance and the stability of working relations between management and workers. Companies that want to build a healthy and sustainable work culture must place competence and K3 as strategic pillars in managing their HR. In the dynamics of work relations in the industrial sector, efforts to create conducive industrial relations are crucial for the continuity and stability of the company. Employee performance as one indicator of operational success is greatly influenced by many factors, including competence and safe working conditions through the implementation of K3. Competent employees who work in a safe environment will show high productivity and good work loyalty. Therefore, this study is important to determine the extent to which competence and K3 influence performance in the context of industrial relations.

Discussion

Relationship between Competence and Performance

Competence is the main foundation in carrying out employee duties and responsibilities. The competencies in question include knowledge, technical skills, and work attitudes that are in accordance with job demands. Competent employees will understand work procedures more quickly, be able to complete tasks efficiently, and have initiative and innovation in solving problems. Several previous studies have shown that competence has a significant influence on performance. Research states that competence has a positive effect on employee performance in the manufacturing industry sector. Increasing competence through training and development can increase work productivity and employee loyalty. Logically, competent employees will work more effectively and can adapt to changes in technology and new work

processes. They tend to have high competitiveness and become important assets in achieving organizational goals.

Relationship between K3 and Performance

Occupational Safety and Health (K3) is an important aspect in creating a safe and comfortable work environment. Good implementation of K3 not only prevents work accidents, but also improves employee comfort, morale, and work motivation. Research shows that the implementation of a comprehensive K3 system can reduce the rate of work accidents by up to 40%, while increasing productivity. Employee perceptions of K3 implementation have a significant effect on improving their performance in manufacturing companies. In addition, the existence of good K3 creates a sense of security and psychological protection for employees. Employees who feel safe will work without anxiety, focus more on their tasks, and show higher loyalty to the organization.

Leadership and Performance

The leadership style applied by managers or supervisors greatly determines employee morale. Inspirational and participatory leaders are able to create a supportive and productive work environment. Transformational leadership style has a positive impact on performance because it increases employee motivation and trust. Effective leadership creates a positive work climate and increases employee accountability.

Motivation and Performance

Motivation is an internal drive that directs individuals to act to achieve certain goals. Employees who are intrinsically or extrinsically motivated tend to have high commitment and are able to work more optimally. Work motivation arises from motivating factors such as achievement and recognition. Motivation has a direct effect on employee productivity and initiative in completing tasks.

Job Satisfaction and Performance

Employees who are satisfied with their jobs will have high loyalty, low turnover rates, and a desire to give their best. This satisfaction includes satisfaction with salary, coworkers, superiors, work environment, and development opportunities. Job satisfaction has a direct correlation to increased work performance. Job satisfaction increases engagement and reduces internal conflict.

Implementation of 5R and Performance

The implementation of the 5R principle (Ringkas, Neat, Resik, Rawat, Rajin) supports the creation of an orderly, clean, and efficient workplace. An organized work environment not only improves work comfort, but also operational efficiency and output quality. The implementation of 5R increases work effectiveness and reduces wasted time due to disorder. The 5R work culture leads to improved work quality and reduced production error rates. Job satisfaction is an important indicator in determining how satisfied an employee is with the working conditions, work environment, and the company's managerial system. High job satisfaction encourages employee loyalty and commitment to the organization, and has an impact on improving performance. Employees who feel appreciated and receive proper

compensation and recognition tend to show positive and proactive work behavior. Job satisfaction is closely correlated with motivation, absenteeism, and turnover. Dissatisfied employees are at greater risk of burnout and internal conflict, which ultimately hinder overall performance. Conversely, satisfied employees will be more focused, responsible, and actively involved in organizational activities. Research shows that job satisfaction mediates the relationship between workload and performance. This means that even though the workload is high, if employees feel satisfied overall with their work, their performance will still be optimal. This shows the importance of psychological aspects in shaping work productivity and effectiveness.

The 5R work culture (Ringkas, Neat, Resik, Rawat, Rajin) is a systematic approach that aims to create a clean, orderly, and efficient work environment. This concept originates from the Kaizen practice in Japan and has been widely adapted in modern operational management. The implementation of the 5R culture creates a conducive working atmosphere, increases comfort, and encourages efficiency of the work process. The consistent implementation of 5R in the work process in the manufacturing industry sector results in an increase in productivity of up to 30%, and reduces the level of work errors and wasted time. With a neat and organized workspace, employees find it easier to find work equipment, work faster, and focus on completing tasks. In addition to increasing efficiency, the 5R culture also has an impact on employee psychology. A clean and comfortable work environment increases work enthusiasm and reduces stress. This is especially important in a labor-intensive work environment that demands high precision and consistency.

To strengthen the implementation of performance improvement strategies and conducive industrial relations, companies need to conduct continuous evaluations of the effectiveness of HR development programs. This evaluation includes competency assessments, compliance with K3 standards, and job satisfaction and motivation surveys. In addition, management involvement in creating a work culture that supports collaboration and openness is essential. Two-way communication between management and employees will build trust that is the basis for healthy industrial relations. Thus, all elements of the organization can move in harmony towards the goals of productivity and shared prosperity.

Conclusion

Competence has a significant effect on improving employee performance. The implementation of K3 plays an important role in creating a safe work environment and increasing work enthusiasm. The combination of competence and K3 simultaneously improves employee performance and contributes to harmonious industrial relations. Employee competence is an important factor in determining the level of individual performance. Employees who have good knowledge, skills, and work attitudes tend to be able to complete tasks more effectively and efficiently. The implementation of Occupational Safety and Health (K3) has a positive impact on the work environment, creating a sense of security and comfort, and reducing the risk of work accidents. This has a direct impact on increasing employee morale and productivity. Simultaneously, competence and K3 contribute positively to improving employee performance. When these two variables are managed optimally, a healthy, productive, and harmonious work environment will be created, which is

an important foundation in building conducive industrial relations. Companies need to develop ongoing training and development programs, both technical and non-technical, for all levels of employees. Conduct regular competency evaluations to identify skills gaps and determine targeted development strategies. Companies must implement OHS standards consistently in accordance with government regulations and operational needs in the field. Routine socialization and training on OHS need to be carried out so that employees understand the importance of occupational safety and emergency response procedures. Management needs to view competency and OHS as a mutually supportive unit. This means that competency training can be accompanied by strengthening OHS aspects.

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