

THE EFFECT OF OCCUPATIONAL HEALTH AND SAFETY (K3), COMMUNICATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT PT. PERKEBUNAN NUSANTARA III (PERSERO) MEDAN

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ABSTRACT

The purpose of this research to test and analyze the Effect of Occupational Health and Safety (K3), Communication, and Leadership Style on employee performance at Pt. Perkebunan Nusantara III Persero Medan. To support the performance of employees, the company provides several benefits such as salary, allowances, bonuses, THR, premium school children assistance, and BPJS. In the case of occupational health and safety, which has begun to become ineffective, the tools used, which make employees a little uncomfortable, indicate that there is still a lack of improvement in the equipment provided by the company. In communication, since the Covid 19 pandemic has caused employees to have a little less communication because of (WFH). The leadership style is also the same due to the pandemic, which makes it a little difficult for leaders to supervise employees. This research was conducted at PT. Perkebunan Nusantara III, with a total population of 538 people. This study uses a quantitative descriptive method, the sampling technique used is random sampling, to determine the number of samples, this study uses the Slovin formula, the number of samples obtained in this study were 84 employees. Researchers used data collection by using questionnaires, interviews, documentation studies, Based on the results (F-test) simultaneously showing the test results, obtained the value of $F_{count} (5.928) > F_{table} (2.72)$ and significant probability ($0.001 < 0.05$), This means that the influence of occupational health and safety, communication, and leadership style has a positive and significant effect on employee performance. Based on the results (T-test), the Occupational Health and Safety variable ($2.412 > 1.990$) and significant ($0.42 < 0.05$) and the Communication variable ($2.252 > 1.990$) and significant ($0.027 < 0.05$), and the Style variable Leadership ($2.127 > 1.990$) and significant ($0.036 < 0.05$) means partially positive and significant effect on employee performance at PT. Perkebunan Nusantara III Persero Medan.

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1. INTRODUCTION

PT Perkebunan Nusantara III (Persero) is a State-Owned Enterprise (BUMN) which is engaged in agro-business, especially oil palm and rubber commodities. The Company was established on March 11, 1996 based on the law of establishment referring to Government Regulation of the Republic of Indonesia No. 8 of 1996 dated 14 February 1996. The government then changed the management of the Plantation BUMN business by appointing the Company as the parent of all Plantation BUMNs in Indonesia based on

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the Government Regulation of the Republic of Indonesia Number 72 of 2014 dated 17 September 2014. As the holding company of BUMN in the agricultural sector In plantations, the Company is currently the majority shareholder of 13 plantation companies, namely PTPN I to PTPN XIV, a company in the field of marketing of plantation products, namely PT Kharisma Marketing Bersama Nusantara (PT KPBN), a company in the field of research and development of plantation commodities, namely PT Research Perkebunan Nusantara (PT RPN) and a company in the field of Human Capital development, namely PT LPP Agro Nusantara. In this case, K3 (Occupational Health and Safety), Communication and Leadership Style are very influential on the progress of a company. K3 (Occupational Health and Safety) at PTPN III is still lacking, this can be seen from the lack of tools and equipment provided by the company and also the slow handling carried out by the company. This is very worrying for the safety of the workers. Communication at PTPN III seems to have decreased, this can be seen from the work of employees who are often delayed and not completed on time. Where this is caused by a lack of communication between one employee with another employee. The leadership style at PTPN III is still lacking, this can be seen from the leadership's lack of concern for subordinates, thus making employees not excited to work.

2. METHOD

2.1 K3 Theory (Occupational Health and Safety)

According to Sibarani Mutiara (2012:163), Occupational Safety and Health is a thought and effort to ensure the integrity and perfection of both physical and spiritual labor in particular, and humans in general, the results of work and culture towards a just and prosperous society. According to Flippo, in (Sibarani Mutiara, 2012: 114), argues "that an accident is an unplanned event that must be analyzed in terms of costs and causes. Based on some of the theories above, we can draw a conclusion, that Occupational health and safety is something that must be considered and very important for the company.

2.2 Indicator K3 (Occupational Health and Safety)

This According to Sama'mur (2005: 7), there are 5 indicators that affect Occupational Safety and Health (K3), The indicators are as follows: Work protective equipment, Safe workspace, Use of work equipment, Healthy workspace, Lighting in the work room

2.3 Communication Theory

According to (Firmansyah, Hilman and Syamsudin 2016: 31) "Communication is the process of sending and receiving. Understanding information or messages between two or more people in an effective way, so that the intended message can be understood. According to (2014: 359) "Communication is a series of processes of transferring information from one person to another with a specific purpose". Based on the above theory, it can be concluded that communication is the process of giving information from one person to another. According to (Sutardji 2016: 10-11) there are several indicators of effective communication, namely as follows: Understanding, Fun, Influence on attitude, The relationship is getting better. According to Stoner (Andiwilaga, 2016:64), describes that leadership style itself is a variety of behavior patterns favored by leaders in the process of directing and influencing workers. According to Thoha (2011: 303), leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. Based on the above theory, it can be concluded that leadership style is a behavior of one person, to direct or influence others in a good way to lead. Indicators of Leadership Style. According to Kartini Kartono (2017: 34), the type and style of leadership has: Nature, Character, Personality, Habits. Performance Theory According to Wibowo (2014; 3). "Performance is an implementation of the plan that has been prepared". According to Sinambela (2016; 483), performance is the willingness of a person or group to carry out an activity and perfect it according to their responsibilities with results as expected. According to Kasmir (2016: 182), employee performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. From the opinions of these experts, researchers can conclude that performance is the result of work done by a worker in doing his job properly and correctly. According to Fahmi (2013: 87), A leader has a big influence in encouraging employee performance improvement. Improving the quality of the performance of subordinates has an influence on the creation of quality work in accordance with expectations.

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Table 1. Previous Research

| No. | Researcher name | Title Researcher | Research purposes | Variable | Method | Research result |
|-----|--------------------------------------|---|---|--|-------------------------------------|---|
| 1 | Mawaddatur Rahmah (2017) | Influence Safety and Occupational health on performance section employee production at PT. Plantation Archipelago III (Persero) Gardens King's Land | For know and Analyze Influence Safety work and occupational health on performance employee at PT. Plantation Archipelago III (Persero) Kebun King's Land | Safety Work (X1) Occupational Health (X2) Performance Employee (Y) | associative and Quantitative | Based on the results analysis with significance test simultaneous (f test) as well as partial significance test (t test) can be taken conclusion that Safety and Occupational Health positive effect and significant on Performance Employee |
| 2 | Ari Rizqi Ridwan Arifin (2019) | Influence Communication, Work Discipline, and Work Supervision Against Performanc Employees of PT. Prima Usaha Era Independent in Surabaya | To test and Analyze what is variable Communication, Work Discipline and Work Supervision Simultaneously Take effect significant to Employee performance at PT Prima Independent Era Effort in Surabaya. | Communication (X1) Work Discipline (X2) Supervision Work (X3) Employee Performance (Y) | Analysis Regression linear multiple | Based on the results Study noted that Communication (X1), Work Discipline (X2), and Work Supervision (X3) have a relationship close with Performance Employee (Y) to PT. employees Prime Business Independent Era in Surabaya, variable that too Have great contribution In influencing the increase or decrease in Performance Employee (Y). |
| 3. | Amelia Asli, Anita Silvianita (2018) | Discipline Effect Work and Style Leadership on Performance Employees at PT. Bank Development Sumatra area West | To know disciplinary influence work and style leadership on performance employees at PT. Bank Development Sumatra area West | Work discipline (X1) Style Leadership (X2) Performance Employee (Y) | Analysis Regression linear multiple | Research result show that work discipline and style leadership take effect significant to performance good employees simultaneous or partial at PT Bank Regional development Sumatra West |

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3. RESULT AND DISCUSSION

3.1 Conceptual framework

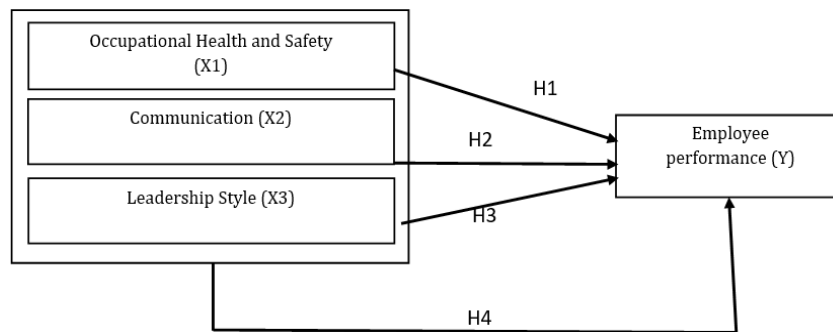


Figure 1. Research Thinking Framework

According to Sujarweni (2015:39) the quantitative approach focuses on symptoms that have certain characteristics in human life which are called variables. In this study, the researcher used a quantitative descriptive type of research. According to Ghozali (2016: 19), descriptive statistics provide a description or description of a data seen from the average value. The nature of the research used in this research is descriptive explanatory. According to Zulganef (2013:11), explanatory research is research that aims to examine causality between variables that explain a certain phenomenon. According to (Sugiyono 2016: 135) population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The population to be taken in this study there are 538 people consisting of all employees who work at PT. Nusantara III plantations, Medan.

Table 2. Recapitulation of Number of Employees PT. Nusantara III Plantation

| Section | Carpel | Karpim | Amount Karpim + Carpel |
|--|---------------|---------------|-----------------------------------|
| Finance and accounting operations department | 66 | 27 | 93 |
| Information technology and procurement operations department | 19 | 20 | 39 |
| Traction operations and infrastructure | 10 | 9 | 19 |
| Processing operations department | 34 | 15 | 49 |
| HR operational department | 23 | 13 | 36 |
| Biro secretariat | 39 | 14 | 53 |
| Plant Operational Departement | 21 | 17 | 38 |
| General Affair | 168 | 13 | 181 |
| Internal audit & risk management division | 7 | 23 | 30 |
| Total | 387 | 151 | 538 |

According to (Sugiyono 2015: 118) the sample is part of the number and characteristics possessed by the population. In this study, the sampling technique used was random sampling. According to (Sugiyono 2017: 126) random sampling is sampling from a population that is carried out randomly without regard to the strata that exist in the population. In taking the amount, the slovin formula will be used, namely:

$$n = \frac{N}{1 + Nc^2}$$

In this research:

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$$n = \frac{538}{1 + 538 \times 0,1^2} = 84,32 \text{ rounded to } 84.$$

Thus, the number of samples in this study were 84 employees and the validity and reliability tests were 30 people taken from the rest of the research population. In this study, data collection related to the problems studied by researchers was carried out by:

1. Questionnaire
According to (Sugiyono 2014: 320) a questionnaire is a data collection technique by means of researchers providing a list of questions or written statements to be answered by respondents.
2. Interview
According to Esterberg in (Sugiyono 2015: 72) an interview is a meeting conducted by two people to exchange information or an idea by way of question and answer, so that it can be reduced to a conclusion or meaning in a particular topic.
3. Documentation study
According to (Sugiyono 2016: 240) defines the study of documentation that the document is a record of events that have passed. Documents can be in the form of writing, pictures, or monumental works of someone

3.2 Research Results

The following are the results of descriptive statistical tests:

Table 3. Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|------------------------------------|----|---------|---------|-------|----------------|
| Health And Safety Effect Work (K3) | 84 | 35 | 50 | 39,62 | 3,767 |
| Communication | 84 | 27 | 40 | 30,23 | 2,926 |
| Leadership Style | 84 | 26 | 40 | 31,65 | 3,956 |
| Employee performance | 84 | 50 | 70 | 61,52 | 6,679 |
| Valid N (listwise) | 84 | | | | |

Source: data processed by SPSS Vers 20

Based on the table above, the effect of health and safety (k3) has a minimum value of 35, a maximum of 50 and a mean value of 39.62, and a standard deviation of 3.767. The minimum communication value is 27, and the maximum is 40, with a mean of 30.23, and a standard deviation of 2,926. The minimum value of the leadership style variable is 26, and the maximum value is 40, and the mean value is 31.65, and the standard deviation value is 3.956. The minimum value for the performance variable is 50, the maximum is 70 and the mean value is 61.52 and the standard deviation is 6.679.

**Table 4. Normality test Kolmogorov-smirnov
One-Sample Kolmogorov-Smirnov Test**

| | | nstandardized Residual |
|----------------------------------|----------------|------------------------|
| N | | 84 |
| Normal Parameters ^{a,b} | Mean | ,0000000 |
| | Std. Deviation | 6,04148790 |
| Most Extreme Differences | Absolute | ,101 |
| | Positive | ,090 |
| | Negative | -,101 |
| Kolmogorov-Smirnov Z | | ,925 |

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Asymp. Sig. (2-
tailed)

,359

Based on the table above, the results of the normality test using the Kolmogorov-Smirnov test show a significance value of $0.359 > 0.05$. Thus, the results of the Kolmogorov-Smirnov test show that the data is normally distributed. Effect of Occupational Health and Safety (K3) on Performance. There is a partially significant positive effect. The tcount value for the Occupational Health and Safety (X1) variable shows that the tcount value ($2.412 > t_{table} (1.990)$) with a significant level of $0.018 < 0.05$ so it can be concluded that there is a partially significant positive effect between the Effects of Occupational Health and Safety (K3) on Performance. The Effect of Communication on Performance There is a partially significant positive effect. The tcount value for the Communication variable (X2) shows that the tcount ($2.252 > t_{table} (1.990)$) with a significant level of $0.027 < 0.05$ so it can be concluded that there is a partially significant positive effect between Communication on Performance. The Influence of Leadership Style on Performance. There is a partially significant positive effect. The tcount value of the Leadership Style variable (X3) shows that the value of tcount ($2.127 > t_{table} (1.990)$) with a significant level of $0.036 < 0.05$ so it can be concluded that there is a partially significant positive effect between Leadership Style on Performance. The Influence of Occupational Health and Safety (K3), Communication, and Leadership Style on Performance Ftable value (2.72) and significant = 5% (0.05) namely Fcount (5.928) and sig.a ($0.001a$). This indicates that the results of the study accept H1 and reject H0. The comparison between Fcount and Ftable can prove that simultaneously Occupational Health and Safety, Communication and Leadership Style have a positive and significant effect on performance. The coefficient of determination of Adjusted R Square is 0.151 . This shows that the ability of the Occupational Health and Safety (X1), Communication (X2), and Leadership Style (X3) variables to explain their effect on performance (Y) of 15.1% . While the remaining 84.9% is the influence of other independent variables not examined in this study

4. CONCLUSION

Based There is a partially significant positive effect. The tcount value for the Occupational Health and Safety variable K3 (X1) shows that the tcount value ($2.412 > t_{table} (1.990)$) with a significant level of $0.018 < 0.05$ so it can be concluded that there is a partially significant positive effect between Occupational Health and Safety on Performance. There is a partially significant positive effect. The tcount value for the Communication variable (X2) shows that the tcount ($2.252 > t_{table} (1.990)$) with a significant level of $0.027 < 0.05$ so it can be concluded that there is a partially significant positive effect between Communication on Performance. There is a partially significant negative effect. The tcount value of the Leadership Style variable (X3) shows that the tcount ($2.127 > t_{table} (1.990)$) with a significant level of $0.036 < 0.05$ so it can be concluded that there is a partially significant negative effect between Leadership Style on Performance. Ftable value (2.72) and significant = 5% (0.05) namely Fcount (5.928) and sig.a ($0.001a$). This indicates that the results of the study accept H1 and reject H0. The comparison between Fcount and Ftable can prove that simultaneously Occupational Health and Safety (K3), Communication and Leadership Style have a positive and significant effect on performance.

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