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# The Effect of Work Safety, Work Environment, and Salary on Employee Performance in Management Study Program Students Class of 2020

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**Abstract:** This study aims to: (1) determine the effect of Occupational Safety on Employee Performance at Universitas Dian Nusantara, Management Program, Class of 2020; (2) determine the effect of Work Environment on Employee Performance at Universitas Dian Nusantara, Management Program, Class of 2020; and (3) determine the effect of Salary on Employee Performance at Universitas Dian Nusantara, Management Program, Class of 2020.The sample consists of 138 students from the Management Program, Class of 2020, using a non-probability sampling technique with saturated sampling. This research is quantitative, with multiple linear regression analysis conducted using IBM SPSS 26.The results indicate that, simultaneously, Occupational Safety, Work Environment, and Salary significantly affect Employee Performance. Partially, Occupational Safety does not have a significant effect, while Work Environment and Salary have a positive effect.These findings provide insights for companies to improve policies related to Occupational Safety, Work Environment, and Salary to enhance employee performance. This study emphasizes the importance of Occupational Safety, Work Environment, and Salary in improving Employee Performance and productivity.

**Keywords:** Occupational Safety, Employee Performance, Work Environment, Salary

## INTRODUCTION

In order to achieve goals, compete optimally, and get satisfactory employee performance, companies need to develop well-structured planning strategies. On the other hand, a leader or manager must be able to know the needs and expectations of employees so that basic needs are met so that the planning program and human resource functions will run effectively if the company If you do not pay attention to employee performance properly, this can be an obstacle in improving their performance and employee morale decreases and will result in non-achievement of goals (Febriani, 2022).

The world of work is a place where a group of individuals carry out various work activities, both in companies, institutions, and organizations. A company or organization is a place to gather and work for everyone to achieve goals together. The company has a variety of resources, both in the form of human and non-human resources, both of which play a very

important role in the company's operational continuity. In this case, human resources have such an important role in achieving company goals, because humans are active resources, therefore requiring special skills and knowledge (Astuti & Rianto, 2022).

In general, occupational safety and health is often neglected and lacks special attention, the application of occupational safety and health that has been implemented properly can of course provide safety guarantees for its workers and is expected to have a good effect and benefits for the company, Occupational safety is a crucial aspect of the company, considering that accidents and occupational diseases not only have a negative impact on employees, but also affect the company, both directly and indirectly.If safety is not implemented in a company, it will have a negative impact on the company, namely increasing the number of accidents and deaths of workers, disrupting the company's operational processes, reducing production *output*, creating bad industrial relations (Baka et al., 2002), 2022)

In this case, students as employees in their workplace lack awareness of the application of K3 due to not complying with the *Standard Operating Procedure* (SOP) regulations that have been formalized so that it can cause accidents at work. Therefore, companies are obliged to pay serious attention in providing safety protection to employees, efforts to maintain occupational safety aim to ensure protection for employees and improve their health conditions By preventing occupational incidents and occupational diseases, as well as managing hazard risks in the work environment, health improvement efforts, and recovery, companies can realize optimal occupational safety and health. and optimal occupational health. For this reason, companies are required to implement a safety management system that is integrated with the company's management system (Antasya et al., 2024).

In addition to work safety factors, the work environment, in the study of labor management, wages are one of the important factors in increasing productivity and work motivation. employee satisfaction, in addition to human resources Labor, also known as human resources, has a very vital role in maintaining the continuity of the company. The development and decline of a company can be influenced by the performance or productivity of its employees. The relationship between workers and companies is a relationship that needs each other and provides benefits for both. Companies need employees, while employees need companies to fulfill their needs.

Improving employee performance can have a positive impact on the company (Indriani et al, 2021). A decrease in productivity so that it cannot work optimally on the contrary, satisfied and happy employees will work productively. In addition, employees are individuals who act as planners and main executors in every activity. Employees in the company have equal emotions, desires, thoughts, social conditions, as well as factors such as age, gender, and education level, which they bring to the company. This is different from machines, money, and materials which are passive and can be fully controlled and regulated to support the achievement of Company goals (Febriani, 2022).

**Table 1. Preliminary Survey Results**

| No. | Questionnaire Questions | Yes | No |
|---|---|---|---|
| 1. | Is the salary satisfactory to employees? | 15 | 25 |
| 2. | Is the work environment adequate for employees? | 19 | 21 |
| 3. | Is the leader's style kind and fair? | 27 | 13 |
| 4. | Are working hours in accordance with existing rules? | 31 | 9 |
| 5. | Is communication between employees and leaders going well? | 31 | 9 |
| 6. | Is there employee motivation when working? | 29 | 11 |
| 7. | Is the work culture at Universitas Dian Nusantara good for employees? | 29 | 11 |
| 8. | Have employees practiced discipline when working? | 32 | 8 |
| 9. | Is work safety in accordance with the applicable SOP? | 19 | 21 |
| 10. | Do you always conduct job training for employees to improve employee quality? | 31 | 9 |

From the results of the preliminary survey above, which used a questionnaire method distributed randomly to management study program students of class 2020 totaling 158 students, I took 25%, namely 40 students answered that what caused employee performance to decline were 3 variables out of 10 variables that researchers distributed, namely work safety, work environment, and salary.

So to maintain and maintain employee performance, several performance improvement strategies are needed so that employees can continue to work optimally during work, Given the important role of employees in an organization, more serious attention to the tasks they perform is needed so that organizational goals can be achieved. One way to achieve this is to provide high work motivation, so that employees will be more enthusiastic and try harder in carrying out their work. which automatically increases performance Based on the preliminary study above, the problems experienced by students regarding safety, environment, and salary are very influential on student learning, there is a K3 system for students so that unwanted things do not happen when students are studying at campus, an adequate environment also affects students studying at campus and also salaries for students who are already working and paying for college are very influential for tuition fees and daily needs (Febriani, 2022).

According to data obtained from the academic section in 2024, it is known that the number of students in the Management study program at Dian Nusantara University in the class of 2020 is 338 students, while the active students are 158 students, 5 students are on leave, and 175 students are inactive.

**Table 2: Active Student Data**

| Inactive Students | Student Leave | Active Student |
|---|---|---|
| 175 Students | 5 Students | 158 Students |

In table 2 above, student data in 2024, the 2020 class of Management study program has decreased the number of students. There are 158 active students and 175 inactive students out of 338 students. This is influenced by several factors such as cost factors and work factors.

Most students work while studying to study, if there is a salary problem where he works, it will have an impact on tuition fees such as delayed salaries, experiencing deductions and the work environment also has an impact on the cessation of students such as being transferred to work out of town and even abroad which forces the student not to continue his studies. In connection with this, the researcher is interested in conducting research with the title "The Effect of Work Safety, Work Environment, and Salary on Employee Performance."

### Problem Formulation

Based on the background of the problems described earlier, the problem formulations in this study include:

1) Does work safety have a positive and significant effect on employee performance?
2) Does the work environment have a positive and significant effect on employee performance?
3) Does salary have a positive and significant effect on employee performance?
4) Do work safety, work environment, and salary simultaneously affect performance?

## METHOD

This research was conducted using an online questionnaire method to management study program students class of 2020 which was distributed onlien through whatsapp made using google froam by the researcher. The population of this study were Dian Nusantara University Management Study Program class of 2020 students who were still active, totaling 138 students who I made the sample in this study. The sample in this study was determined using saturated sampling technique. Saturated sampling is a sample determination technique, if all members of the population are used as samples (Kotajawa & Santosa, 2024). Therefore, the sample in

this study amounted to 138 active management study program students who were used as samples in this study.

Data collection techniques are means or collection techniques that can be done by observation (observation), interviews (interviews), questionnaires (questionnaires), and documentation (Handayani & Subakti, 2021). According to the sources and data needed in this study, the data are divided into two, namely: primary data and secondary data. The tests carried out are validity, reliability, coefficient of determination ($R^{2)}$, classical assumption test, hypothesis testing.

## RESULT AND DISCUSSION

### Results

### 1. Validity Test Results

This section provides a snapshot of the data in this research. The information collected from the responses of the research participants is as follows:

**Table 3. Job Safety Validity Test Results (X1)**

| Variable X1 | Person Correlation (r count) | Table r value | Description |
|---|---|---|---|
| X1.1 | 0.628 | 0.167 | Valid |
| X1.2 | 0.711 | 0.167 | Valid |
| X1.3 | 0.633 | 0.167 | Valid |
| X1.4 | 0.580 | 0.167 | Valid |
| X1.5 | 0.694 | 0.167 | Valid |
| X1.6 | 0.685 | 0.167 | Valid |
| X1.7 | 0.815 | 0.167 | Valid |
| X1.8 | 0.652 | 0.167 | Valid |
| X1.9 | 0.715 | 0.167 | Valid |
| X1.10 | 0.595 | 0.167 | Valid |
| X1.11 | 0.490 | 0.167 | Valid |
| X1.12 | 0.674 | 0.167 | Valid |

In table 3, it can be concluded that the Pearson correlation value (r count) for each indicator on the Work safety variable (X1) exceeds or is greater than the recommended r table, which is 0.167 therefore, the data shows that all indicators on the work safety variable (X1) are considered valid in this study.

**Table 4. Results of the Work Environment Validity Test (X2)**

| Variable X2 | Pearson Correlation (r count) | Table r value | Description |
|---|---|---|---|
| X2.1 | 0.655 | 0.167 | Valid |
| X2.2 | 0.789 | 0.167 | Valid |
| X2.3 | 0.748 | 0.167 | Valid |
| X2.4 | 0.762 | 0.167 | Valid |
| X2.5 | 0.753 | 0.167 | Valid |
| X2.6 | 0.808 | 0.167 | Valid |
| X2.7 | 0.762 | 0.167 | Valid |
| X2.8 | 0.649 | 0.167 | Valid |
| X2.9 | 0.715 | 0.167 | Valid |
| X2.10 | 0.595 | 0.167 | Valid |
| X2.11 | 0.490 | 0.167 | Valid |
| X2.12 | 0.674 | 0.167 | Valid |

In table 4, it can be concluded that the Pearson correlation value (r count) for each indicator on the Work environment variable (X2) exceeds or is greater than the recommended r table, which is 0.167, therefore, the data shows that all indicators on the Work environment variable (X2) are considered valid in this study.

**Table 5. Salary Validity Test Results (X3)**

| Variable X3 | Pearson Correlation (r count) | Table r value | Description |
|---|---|---|---|
| X3.1 | 0.600 | 0.167 | Valid |
| X3.2 | 0.601 | 0.167 | Valid |
| X3.3 | 0.726 | 0.167 | Valid |
| X3.4 | 0.658 | 0.167 | Valid |
| X3.5 | 0.734 | 0.167 | Valid |
| X3.6 | 0.548 | 0.167 | Valid |
| X3.7 | 0.648 | 0.167 | Valid |
| X3.8 | 0.764 | 0.167 | Valid |
| X3.9 | 0.752 | 0.167 | Valid |
| X3.10 | 0.766 | 0.167 | Valid |
| X3.11 | 0.756 | 0.167 | Valid |
| X3.12 | 0.504 | 0.167 | Valid |
| X3.13 | 0.724 | 0.168 | Valid |
| X3.14 | 0.706 | 0.169 | Valid |
| X3.15 | 0.728 | 0.170 | Valid |
| X3.16 | 0.683 | 0.171 | Valid |
| X3.17 | 0.703 | 0.172 | Valid |
| X3.18 | 0.632 | 0.173 | Valid |

In table 5, it can be concluded that the Pearson correlation value (r count) for each indicator on the Salary variable (X3) exceeds or is greater than the recommended r table, which is 0.167 therefore, the data shows that all indicators on the Salary variable (X3) are considered valid in this study.

**Table 6. Employee Performance Test Results**

| Variable Y | Pearson Correlation (r count) | Table r value | Description |
|---|---|---|---|
| Y.1 | 0.864 | 0.167 | Valid |
| Y.2 | 0.839 | 0.167 | Valid |
| Y.3 | 0.816 | 0.167 | Valid |
| Y.4 | 0.623 | 0.167 | Valid |
| Y.5 | 0.535 | 0.167 | Valid |
| Y.6 | 0.819 | 0.167 | Valid |
| Y.7 | 0.737 | 0.167 | Valid |
| Y.8 | 0.797 | 0.167 | Valid |
| Y.9 | 0.889 | 0.167 | Valid |
| Y.10 | 0.793 | 0.167 | Valid |
| Y.11 | 0.891 | 0.167 | Valid |
| Y.12 | 0.870 | 0.167 | Valid |
| Y.13 | 0.880 | 0.167 | Valid |
| Y.14 | 0.901 | 0.167 | Valid |
| Y.15 | 0.861 | 0.167 | Valid |
| Y.16 | 0.830 | 0.167 | Valid |
| Y.17 | 0.849 | 0.167 | Valid |
| Y.18 | 0.794 | 0.167 | Valid |
| Y.19 | 0.675 | 0.167 | Valid |
| Y.20 | 0.852 | 0.167 | Valid |

In table 6, it can be concluded that the Pearson correlation value (r count) for each indicator on the employee performance variable (Y) exceeds or is greater than the recommended r table, which is 0.167. Therefore, the data shows that all indicators on the employee performance variable (Y) are considered valid in this study.

## 2. Reliability Test Results

Reliability testing is used to evaluate the extent to which respondents are consistent in answering questions in surveys or other research instruments. Reliability testing is often carried out using a significance level (sig) of 0.05. This means that researchers accept a 5% chance of making a mistake in concluding that the instrument is reliable, when it is not.

In other words, if the p value resulting from the reliability test is smaller than 0.05, then the researcher can conclude that the instrument has significant reliability and can be used for further analysis. According to Ghozali's theory, "Reliability calculations using SPSS Version 26, namely with the Aplha Cronbach analysis technique with α, are considered reliable if they are greater than 0.06" (Roswirman & Elazhari, 2022).

**Table 7. Reliability Test Results of Work Safety (X1)**

| Statement | N | Cronbach's Alpha (std) | Cronbach's Alpha X1 | Description |
|---|---|---|---|---|
| X1.1 | 138 | 0.6 | 0.709 | Reliable |
| X1.2 | 138 | 0.6 | 0.709 | Reliable |
| X1.3 | 138 | 0.6 | 0.709 | Reliable |
| X1.4 | 138 | 0.6 | 0.709 | Reliable |
| X1.5 | 138 | 0.6 | 0.709 | Reliable |
| X1.6 | 138 | 0.6 | 0.709 | Reliable |
| X1.7 | 138 | 0.6 | 0.709 | Reliable |
| X1.8 | 138 | 0.6 | 0.709 | Reliable |
| X1.9 | 138 | 0.6 | 0.709 | Reliable |
| X1.10 | 138 | 0.6 | 0.709 | Reliable |
| X1.11 | 138 | 0.6 | 0.709 | Reliable |
| X1.12 | 138 | 0.6 | 0.709 | Reliable |

## A) Cronbach's Alpha Reliability Test

**Table 8. Cronbach's Alpha Occupational Safety (X1)**

| Cronbach's Alpha | N of Items |
|---|---|
| .709 | 12 |

In table 8, it can be seen that the Cronbach's Alpha value for the Work Safety variable (X1) is 0.709. This figure exceeds the established threshold of 0.6, which indicates that the Work Safety variable (X1) has a good level of reliability in the context of this study. Thus, it can be concluded that the instrument used to measure this variable is reliable and consistent, so that the research results obtained can be considered valid and reliable.

**Table 9. Results of the Work Environment Reliability Test (X2)**

| Statement | N | Cronbach's Alpha (std) | Cronbach's Alpha X2 | Description |
|---|---|---|---|---|
| X2.1 | 138 | 0.6 | 0.808 | Reliable |
| X2.2 | 138 | 0.6 | 0.808 | Reliable |
| X2.3 | 138 | 0.6 | 0.808 | Reliable |
| X2.4 | 138 | 0.6 | 0.808 | Reliable |
| X2.5 | 138 | 0.6 | 0.808 | Reliable |
| X2.6 | 138 | 0.6 | 0.808 | Reliable |
| X2.7 | 138 | 0.6 | 0.808 | Reliable |
| X2.8 | 138 | 0.6 | 0.808 | Reliable |
| X2.9 | 138 | 0.6 | 0.808 | Reliable |
| X2.10 | 138 | 0.6 | 0.808 | Reliable |
| X2.11 | 138 | 0.6 | 0.808 | Reliable |
| X2.12 | 138 | 0.6 | 0.808 | Reliable |

**Table 10. Cronbach's Alpha Work Environment (X2)**

| Cronbach's Alpha | N of Items |
|---|---|
| .808 | 12 |

The Cronbach's Alpha for the Work Environment variable (X2) was recorded at 0.808. This figure exceeds the generally accepted threshold of 0.6, which indicates that the Work Environment variable (X2) has a good level of reliability in the context of this study. Thus, it can be concluded that the instrument used to measure this variable is reliable and consistent, so that the research results obtained can be trusted.

**Table 11. Salary Reliability Test Results (X3)**

| Statement | N | Cronbach's Alpha (std) | Cronbach's Alpha X3 | Description |
|---|---|---|---|---|
| X3.1 | 138 | 0.6 | 0.864 | Reliable |
| X3.2 | 138 | 0.6 | 0.864 | Reliable |
| X3.3 | 138 | 0.6 | 0.864 | Reliable |
| X3.4 | 138 | 0.6 | 0.864 | Reliable |
| X3.5 | 138 | 0.6 | 0.864 | Reliable |
| X3.6 | 138 | 0.6 | 0.864 | Reliable |
| X3.7 | 138 | 0.6 | 0.864 | Reliable |
| X3.8 | 138 | 0.6 | 0.864 | Reliable |
| X3.9 | 138 | 0.6 | 0.864 | Reliable |
| X3.10 | 138 | 0.6 | 0.864 | Reliable |
| X3.11 | 138 | 0.6 | 0.864 | Reliable |
| X3.12 | 138 | 0.6 | 0.864 | Reliable |
| X3.13 | 138 | 0.6 | 0.864 | Reliable |
| X3.14 | 138 | 0.6 | 0.864 | Reliable |
| X3.15 | 138 | 0.6 | 0.864 | Reliable |
| X3.16 | 138 | 0.6 | 0.864 | Reliable |
| X3.17 | 138 | 0.6 | 0.864 | Reliable |
| X3.18 | 138 | 0.6 | 0.864 | Reliable |

**Table 12. Cronbach's Alpha Salary (X3)**

| Cronbach's Alpha | N of Items |
|---|---|
| .864 | 18 |

In table 12. it can be said that the Cronbach's Alpha for the Salary variable (X3) is 0.864 which exceeds 0.6, so the Salary variable (X3) has a good level of reliability in this study.

**Table 13. Results of Employee Performance Reliability Test (Y)**

| Statement | N | Cronbach's Alpha (std) | Cronbach's Alpha Y | Description |
|---|---|---|---|---|
| Y1.1 | 138 | 0.6 | 0.893 | Reliable |
| Y1.2 | 138 | 0.6 | 0.893 | Reliable |
| Y1.3 | 138 | 0.6 | 0.893 | Reliable |
| Y1.4 | 138 | 0.6 | 0.893 | Reliable |
| Y1.5 | 138 | 0.6 | 0.893 | Reliable |
| Y1.6 | 138 | 0.6 | 0.893 | Reliable |
| Y1.7 | 138 | 0.6 | 0.893 | Reliable |
| Y1.8 | 138 | 0.6 | 0.893 | Reliable |
| Y1.9 | 138 | 0.6 | 0.893 | Reliable |
| Y1.10 | 138 | 0.6 | 0.893 | Reliable |
| Y1.11 | 138 | 0.6 | 0.893 | Reliable |
| Y1.12 | 138 | 0.6 | 0.893 | Reliable |
| Y1.13 | 138 | 0.6 | 0.893 | Reliable |
| Y1.14 | 138 | 0.6 | 0.893 | Reliable |
| Y1.15 | 138 | 0.6 | 0.893 | Reliable |
| Y1.16 | 138 | 0.6 | 0.893 | Reliable |

| | | | | |
|---|---|---|---|---|
| Y1.17 | 138 | 0.6 | 0.893 | Reliable |
| Y1.18 | 138 | 0.6 | 0.893 | Reliable |
| Y1.19 | 138 | 0.6 | 0.893 | Reliable |
| Y1.20 | 138 | 0.6 | 0.893 | Reliable |

**Table 14. Cronbach's Employee Performance (Y)**

| Cronbach's Alpha | N of Items |
|---|---|
| .893 | 20 |

Based on the information presented in table 14. the Cronbach's Alpha value for the Employee Performance variable (Y) is 0.893. This value far exceeds the established threshold of 0.6, which indicates that the Employee Performance (Y) variable has an excellent level of reliability in this study. Thus, it can be concluded that the instrument used to measure this variable is not only reliable, but also shows high consistency, so that the research results obtained can be considered valid and reliable.

**Table 15. Reliability Test Results**

| Variables | Cronbach's Alpha | Description |
|---|---|---|
| X1 | 0.709 | Reliable |
| X2 | 0.808 | Reliable |
| X3 | 0.864 | Reliable |
| Y | 0.893 | Reliable |

Source: Results of data processing through SPSS 26

In Table 15, it can be seen that all variables analyzed have Cronbach's Alpha values that exceed 0.6. This indicates that all these variables have a good level of reliability in the context of this study. In other words, the instruments used to measure these variables are reliable and show sufficient consistency, so that the research results obtained can be considered valid and reliable.

## 3. Normality Test

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 138 |
| Normal Parameters[a] | Mean | .0000000 |
| | Std. Deviation | 9.71519794 |
| Most Extreme Differences | Absolute | .111 |
| | Positive | .094 |
| | Negative | -.111 |
| Kolmogorov-Smirnov Z | | 1.306 |
| Asymp. Sig. (2-tailed) | | .066 |

a. Test distribution is Normal.

**Figure 1. Normality Test Results**

From Figure 1, the results of the normality test show a significance value of 0.666, as can be seen in the table above. This significance value is greater than 0.05, which is the general limit for testing the normality hypothesis. Thus, it can be concluded that the analyzed data is normally distributed.

## 4. Multicollinearity Test Results

**Table 16. Multicollinearity Test Results**

Coefficients[a]

| Model | | Collinearity Statistics | |
|---|---|---|---|
| | | Tolerance | VIF |
| 1 | X1 | .692 | 1.446 |
| | X2 | .525 | 1.906 |
| | X3 | .718 | 1.393 |

a. Dependent Variable: Y

Based on existing guidelines, if the tolerance value is greater than 0.10 or the VIF value is less than 10, then the variable passes the multicollinearity test. Conversely, if the tolerance value is less than 0.10 or the VIF value is more than 10, then the variable does not pass the multicollinearity test. The multicollinearity test results obtained show that all independent variables have a tolerance value greater than 0.10 and a VIF value of less than 10. Thus, it can be concluded that there are no multicollinearity symptoms in the regression model used.

## 5. Heteroscedasticity Test Results

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 28.977 | 21.073 | | 1.375 | .171 |
| | X1.1 | 5.076 | 5.389 | .099 | .942 | .348 |
| | X2.1 | -1.479 | 4.498 | -.039 | -.329 | .743 |
| | X3.1 | -8.659 | 3.913 | -.219 | -2.213 | .029 |

a. Dependent Variable: ABS_RES

**Figure 2. Heteroscedasticity Test Results**

**Table 17. Heteroscedasticity Test Results Occupational Safety, Work Environment and Salary (X1)**

| Statement | N | Sig (std) | sig X1 | Description |
|---|---|---|---|---|
| X1.1 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.2 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.3 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.4 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.5 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.6 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.7 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.8 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.9 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.10 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.11 | 138 | 0.05 | 0.348 | No Heteroscedasticity |
| X1.12 | 138 | 0.05 | 0.348 | No Heteroscedasticity |

| Statement | N | sig (std) | sig X2 | Description |
|---|---|---|---|---|
| X2.1 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.2 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.3 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.4 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.5 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.6 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.7 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.8 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.9 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.10 | 138 | 0.05 | 0.743 | No Heteroscedasticity |
| X2.11 | 138 | 0.05 | 0.743 | No Heteroscedasticity |

| | | | | |
|---|---|---|---|---|
| X2.12 | 138 | 0.05 | 0.743 | No Heteroscedasticity |

| Statement | N | sig (std) | sig X3 | Description |
|---|---|---|---|---|
| X3.1 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.2 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.3 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.4 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.5 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.6 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.7 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.8 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.9 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.10 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.11 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.12 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.13 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.14 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.15 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.16 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.17 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |
| X3.18 | 138 | 0.05 | 0.029 | Potentially Heteroscedasticity |

In this study, the heteroscedasticity test results shown in Figure 2 and Table 17 show the significance value (sig) for each independent variable. For variable X1, the sig value is recorded at 0.348, while for variable X2, the sig value is 0.743. On the other hand, variable X3 shows a sig value of 0.029. These values give an idea of whether or not there is a heteroscedasticity problem in the regression model used. In general, significance values above 0.05 indicate the absence of heteroscedasticity, while values below 0.05 indicate a potential heteroscedasticity problem. Thus, variables X1 and X2 do not indicate a heteroscedasticity problem, while variable X3 needs further attention.

Although variable X3 shows a sig value that is less than 0.05, it should be noted that the overall results of the heteroscedasticity test show that most of the variables in this model do not have significant heteroscedasticity problems, with an overall significance value of 0.171. Therefore, it can be concluded that the data in general does not show significant heteroscedasticity problems, and the regression analysis conducted can be considered valid to provide accurate results.

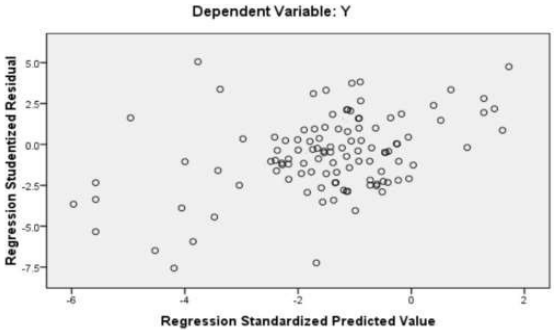


**Figure 3. Scatterplot Graph**

Based on Figure 3 scatterplot graph above, the dots on the graph are scattered randomly without a certain pattern, so the regression model is homoscedasticity or no heteroscedasticity occurs. Thus, it can be concluded that the data in general does not show significant heteroscedasticity problems, and the regression analysis performed can be considered valid to provide accurate results.

## 6. Multiple Linear Regression Test Results

Multiple linear regression tests were conducted to analyze the effect of independent variables on the dependent variable, in this case employee performance (Y) which is influenced by work safety (X1), work environment (X2), and salary (X3).

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | -11.020 | 27.557 | | -.400 | .690 |
| | X1.1 | -7.904 | 7.047 | -.109 | -1.122 | .264 |
| | X2.1 | 13.619 | 5.881 | .257 | 2.316 | .022 |
| | X3.1 | 16.392 | 5.116 | .293 | 3.204 | .002 |

a. Dependent Variable: Y

**Figure 4. Multiple Linear Regression Test Results**

In Figure 4, the regression test results presented include the coefficients of the regression model used in this study. First, the constant value was recorded at -11.020. This indicates that if all the independent variables, i.e. Work Safety, Work Environment, and Salary, are considered zero (no influence), then the value of employee performance (Y) is estimated at 11,020. However, it should be noted that this constant is not statistically significant with a significance value (Sig.) of 0.690.

Furthermore, the coefficient for the Work Safety variable (X1) is -7.904. This figure indicates that every one unit increase in Work Safety will decrease employee performance by 7.904, assuming other factors remain constant. This decrease indicates that in the context of this study, an increase in Work Safety is expected to have a negative impact on the value of Y. However, this effect is not statistically significant, with a Sig. value of 0.264.

On the other hand, the coefficient for the Work Environment variable (X2) is 13.619. This indicates that every one unit increase in Work Environment will increase the value of employee performance (Y) by 13.619, and this effect is statistically significant with a Sig. value of 0.022. This shows that Work Environment has a significant positive impact on employee performance.

Finally, the coefficient for the Salary variable (X3) is 16.392, which means that every one unit increase in Salary will increase the value of employee performance (Y) by 16.392. This effect is also statistically significant, with a Sig. value of 0.002. Thus, it can be concluded that only the Work Environment (X2) and Salary (X3) variables have a significant influence on the dependent variable, while the Work Safety (X1) variable does not show a significant influence.

## 7. Test Results of the Coefficient of Determination ($R^2$)

In order to find out how much contribution is given by the independent variable to the dependent variable. The author uses SPSS version 26 to produce the coefficient of determination (R2) value.

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .446[a] | .199 | .181 | 9.823 |

a. Predictors: (Constant), X3.1, X1.1, X2.1

b. Dependent Variable: Y

**Figure 5. Determination Coefficient Test Results**

From Figure 5, it can be seen that the R *Square* value is 0.199, equivalent to 19.9%, meaning that the employee performance variable that can be explained by the variables of

work safety, work environment, and salary is 21.7% while 80.1% is influenced by other variables that are not in this study.

In addition, the Adjusted R Square value of 0.181 indicates that after considering the number of independent variables used in the model, 18.1% of the variation in Y can be explained by X1.1, X2.1, and X3.1. This indicates that although this model contributes to explaining variations in Y, there are still many other influential factors that need to be considered in further analysis.

## 8. T Test Results (Partial Test)

Furthermore, the T test is carried out to see the effect of each independent variable on the dependent variable partially.

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | -11.020 | 27.557 | | -.400 | .690 |
| | X1.1 | -7.904 | 7.047 | -.109 | -1.122 | .264 |
| | X2.1 | 13.619 | 5.881 | .257 | 2.316 | .022 |
| | X3.1 | 16.392 | 5.116 | .293 | 3.204 | .002 |

a. Dependent Variable: Y

**Figure 6. T Test Results (Partial Test)**

Figure 6 displays the T-test results that provide insight into the effect of each independent variable on employee performance. First, the Work Safety variable (X1) has no partial effect on employee performance, with a significance value of 0.264, which is greater than 0.05. Therefore, the null hypothesis ($H_0$) for X1 is not rejected. This indicates that changes in the Work Safety variable do not contribute significantly to the variation that occurs in the dependent variable in the regression model analyzed.

According to Gbadago et al., work safety is very important to create a safe working environment, which in turn can improve employee performance (Nur, Roslina, & Arifin, 2025). Furthermore, the Work Environment variable (X2) shows
partially significant effect on employee performance, with a significance value of 0.022, which is less than 0.05. Thus, the null hypothesis ($H_0$) for X2 is rejected. This indicates that each one-unit increase in the Work Environment variable will lead to a significant increase in the dependent variable (Y), suggesting that Work Environment is an important factor in this model.

In addition, the Salary variable (X3) also has a partial effect on employee performance, with a significance value of 0.002, which is also less than 0.05. Therefore, the null hypothesis ($H_0$) for X3 is rejected. This indicates that the Salary variable contributes significantly to the variation in the dependent variable (Y), and a one-unit increase in Salary will have a significant positive impact on employee performance.

From the description above, it can be concluded that the T-test results show that only the Work Environment (X2) and Salary (X3) variables contribute significantly to changes in the dependent variable (Y), while the Work Safety variable (X1) has no significant effect in this regression model.

## 9. F Test Results (Simultaneous)

ANOVA[b]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3217.854 | 3 | 1072.618 | 11.115 | .000[a] |
| | Residual | 12930.755 | 134 | 96.498 | | |
| | Total | 16148.609 | 137 | | | |

a. Predictors: (Constant), X3.1, X1.1, X2.1
b. Dependent Variable: Y

**Figure 7. F Test Results (Simultaneous)**

Figure 7 shows that the significance of F is 0.000, which is smaller than 0.05. This indicates that simultaneously, the independent variables have a significant influence on the dependent variable. With this very low significance value, the null hypothesis ($H_0$) stating that there is no significant effect of the independent variables on the dependent variable can be rejected. This means that changes in the independent variables can affect the dependent variable as a whole. The F-test results also indicate that the regression model used is feasible and relevant, so it can be used for further analysis, including prediction and interpretation of the relationship between variables.

## Discussion

### 1. Effect of Safety on Employee Performance

The results state that work safety has no effect on employee performance, which indicates a negative influence on employee performance in the context of this study.

This finding is in line with research by Wibowo & Widiyanto, which shows that the link between safety and employee performance can ensure the success of the company, because the optimal situation of employees can affect their performance. In addition, the results of this study also indicate that work safety in the company may be hierarchical and lack employee initiative. The issue of work safety in Indonesia is still lacking attention, which is reflected in the high number of work accidents. Therefore, it is necessary to implement work safety in the work environment properly and correctly, especially in companies that are prone to work accidents.

Conditions that often result in work accidents are generally caused by the fault of the employees themselves, both in terms of the competence of the implementers and the understanding of the employees themselves in work safety, in line with the findings revealed by June & Siagia (2020).

### 2. Effect of Work Environment on Employee Performance

The results stated that the work environment has a positive and significant effect on employee performance. In the context of this study, this indicates a positive and significant influence on the employee environment (X2). The research facts show that a good work environment, including work facilities provided by company management and the management of facilities and management implemented, is able to have a significant positive effect on employee performance. This finding is in line with research by Dewi (2020) which also emphasizes the importance of the work environment in improving employee performance.

### 3. Effect of Salary on Employee Performance

The results stated that salary has a positive and significant effect on employee performance. In this study, this indicates a positive and significant influence on the salary variable (X3). The fact that this study states that the work environment has a positive and significant effect on employee performance indicates that salary has a positive influence and

also a negative influence. This finding contradicts the previous findings by Oktavia (2021) which revealed that salary has a positive and significant effect on employee performance.

**4. Work Safety, Work Environment and Salary Simultaneously Have a Significant Effect on Employee Performance**

The results stated that work safety, work environment, and salary simultaneously affect employee performance. This finding is in line with previous findings by Ritonga et al., (2022) simultaneously, the results showed that work safety, work environment and salary simultaneously have a significant effect on employee performance.

## CONCLUSION

From the presentation of the results of the analysis and discussion that has been carried out previously, it can be concluded as follows:

1. Based on the test results regarding Work Safety Variables, there is no partial, positive, and significant effect on Employee Performance in Dian Nusantara University Management Study Program Class of 2020. This is evidenced by the results of the analysis which shows the effect of Work Safety on Employee Performance of 0.264. This means that the Work Safety variable is not the main focus of this research problem because it has no partial, positive, and significant effect**.**
2. Based on the test results regarding environmental variables, it has a partial, positive, and significant effect on employee performance in Dian Nusantara University Management Study Program Class of 2020. This is evidenced by the results of the analysis which shows the effect of Occupational Safety on Employee Performance of 0.022. Which means that the Work Environment Variable is the main focus in this research and can be improved again in terms of security, etc**.**
3. Based on the test results regarding the Salary Variable, it has a partial, positive, and significant effect on Employee Performance in Dian Nusantara University Management Study Program Class of 2020. This is evidenced by the results of the analysis which shows the effect of Job Safety on Employee Performance of 0.002. Which means that the Salary Variable is one of the focuses in this study and can be improved**.**
4. Based on the test results, it can be concluded that the variables of work safety, work environment, and salary simultaneously have a significant effect on employee performance, the results showed that work safety, work environment and salary simultaneously have a significant effect on employee performance.

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