

## The Influence of the K3 Program and Incentives on Employee Productivity Mediated by Job Satisfaction in Millennial Generation Employees in Bekasi District

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### ABSTRACT

This study discusses the effect of the K3 (Occupational Health and Safety) program and incentive on employee productivity mediated by job satisfaction in millennial generation employees in Bekasi Regency. This study uses a quantitative approach with a sample size of 96 samples. Sample calculation using the Lemeshow formula. The results are Occupational health and safety (OHS) programs have no positive impact on the productivity, incentive has a significant influence on the productivity, Job satisfaction has a direct impact on the productivity, Occupational health and safety (OHS) programs play an important role in improving job satisfaction, incentive plays an important role in increasing the job, Occupational health and safety (OHS) programs can influence the productivity through the mediation of job satisfaction and incentive plays an important role in increasing the productivity mediated by their level of job satisfaction.

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## INTRODUCTION

Occupational safety and health (OSH) is an important subject that needs to be considered by companies in Indonesia, especially industrial corporate. The high number of accidents and occupational diseases to date (Kementerian Ketenagakerjaan, 2022) discusses the OSH area, Besides the legal and ethical perspectives, a well-designed OHS system can also enhance worker productivity. When employees worry about their safety, they are less focused on getting the job done and time-off sick leave as a result of illness or injury.



Figure 1. Number of Work-related Accident and Fatality Cases

Based on the graph of the number of work accidents shown, it can be seen that the number of accidents in the workplace continues to increase every year. One of the causes is the lack of procurement and direction of OHS strategies in the company (Hidayatullah & Tjahjawati, 2017 dalam Hasibuan et al., 2024). This phenomenon shows the need for special attention from management and employees, especially for millennial generation employees.

Millennials, who were born between 1981 and 1996, are now the majority in Indonesia's labor force. Based on data from the Central Bureau of Statistics, by 2023 millennials are expected to account for around 45% of the total workforce in Indonesia (Badan Pusat Statistik, 2023). Millennial employees have unique characteristics, one of which is a great concern for their welfare in the workplace, including the OHS program provided by the company. The OHS (Occupational Safety and Health) program aims to create a protection system for employees through the integration of management elements, labor, conditions, and the work environment, in order to minimize the risk of accidents (Anwar et al., 2023).

The implementation of occupational safety and health programs is very important because it can help companies retain quality personnel. Employees can also see the benefits of implementing occupational safety and health programs, both for the company and themselves (Widyanti, 2023). A comprehensive and effective OHS program can be a company strategy to attract, retain and increase the productivity of millennial generation employees.

In addition, Millennial generation employees are very concerned about incentives in improving their work productivity. They tend to be more motivated by financial and non-financial rewards that can encourage better performance. Incentives such as bonuses, salary increases, time flexibility, and opportunities to develop professionally are considered important to millennials.

With the right incentives, they feel more valued and motivated to make greater contributions, which in turn has a positive impact on work productivity and loyalty to the company. Providing incentives to employees, both in the public and private sectors, or as members of an organization, aims, among others, to encourage them to be motivated and carry out their duties optimally (Wibowo, 2021). Implementing an effective Occupational Safety and Health (OHS) program alongside incentive from the management can greatly enhance job satisfaction among employees, particularly millennials. When employees feel secure and supported in managing both their work and personal lives, they are likely to be more motivated and focused in their tasks. This satisfaction boosts productivity, as employees who feel valued and content are more committed to the company, leading to more optimal and sustainable performance.

Research conducted by oleh (Marpaung, Halimatussaddiah., 2024) states that the K3 program can affect employee job satisfaction, in addition, research conducted by (Ibrahim et al., 2023) also states that the incentive program can increase employee job satisfaction. Last, research conducted by (Indah et al., 2023) states that job satisfaction can increase employee productivity.

From the explanation above, the authors are interested in making research that can be a reference for companies to be able to increase employee productivity, namely with the K3 program and also incentive and mediated by job satisfaction.

## LITERATURE REVIEW

### *K3 Program (OHS)*

According to Mangkunegara (2013) in (Elenika & Putra, 2021), occupational health is a condition in which a person is free from physical, mental, emotional, or pain disorders arising from the work environment. Meanwhile, work safety refers to the supervision of people, machines, materials, and methods in the work environment to prevent injury to workers.

Occupational Safety and Health (K3) is a series of activities aimed at creating a comfortable and safe work environment for employees in related industries. (Hidayatullah & Tjahjawati, 2017) in (Rosento et al., 2021) states that Occupational Safety and Health includes supervision of people, machines, materials, and procedures in the workplace so that workers avoid injury.

### *Incentives*

Incentives are a form of monetary reward given by organizational leaders to employees with the aim of encouraging them to work with high motivation and achieve achievements in an effort to achieve organizational goals. In other words, work incentives are the provision of money outside of salary as a form of recognition of employee performance and contribution to the organization (Mangkunegara, 2011) in (Ekhsan & Mariyono, 2020).

The types of incentives can be divided into two based on their form. First, material incentives, which are in the form of additional salaries that can be given in cash to increase morale. Second, non-material incentives, which are additional compensation that is not given in the form of money, such as

awards, promotions, additional responsibilities (both formal and informal), and special work facility arrangements in the work environment (Rauuf et al., 2022).

### ***Job Satisfaction***

Job satisfaction is a positive or negative feeling that employees feel regarding their work and personal conditions. Employees will feel satisfied if various aspects of their job and themselves are favorable, but if these aspects are not favorable, employees will feel dissatisfied (Sari et al., 2023).

Sutrisno (2016) in (Nafisah, 2023) explains that job satisfaction is the emotional condition of workers who can be in the form of feelings of pleasure or displeasure with their work. Job satisfaction reflects how someone feels about their job, which is shown through a positive attitude towards work and various aspects of their work environment.

### ***Productivity***

According to Rauuf et al. (2022) in (Amanda & Hermana, 2024), work productivity is a crucial component in every organization because it plays a role in determining the success of the company in achieving its goals. The existence of effective work productivity metrics will encourage progress in the company's production as well as various other aspects.

Most organizations interpret productivity as a measure of success, where achieving high productivity is considered the success of the organization. Work productivity is usually measured as the average output achieved by labor in a given period of time, based on the number of hours worked in the process (Saputra & Kusuma, 2023).

## **METHODOLOGY**

This study uses quantitative research methods using primary data collected through online questionnaires (Google Form). The population in this study were millennial generation employees in Bekasi Regency and the number of samples used was 96 respondents with a sample calculation using the Lemeshow formula. The data collected is processed using the SmartPLS 3.0 data processing application by looking at several tests, namely the outer model test, inner model test, and also the path coefficient test. The case study in this research is used to determine the effect of the K3 program and incentive on employee productivity mediated by job satisfaction.

## **RESEARCH RESULT**

Based on the research data processing that has been carried out by the author, the research results can be described as follows:

Table 1. Outer Loading 1

	EMPLOYEE PRODUCTIVITY	JOB SATISFACTION	OHS (K3)	INCENTIVES	Description
EP1	0.743				Valid
EP10	0.772				Valid
EP2	0.750				Valid

EP3	0.798				Valid
EP4	0.812				Valid
EP5	0.736				Valid
EP6	0.777				Valid
EP7	0.754				Valid
EP8	0.762				Valid
EP9	0.760				Valid
JS1		0.791			Valid
JS10		0.793			Valid
JS2		0.755			Valid
JS3		0.743			Valid
JS4		0.807			Valid
JS5		0.746			Valid
JS6		0.822			Valid
JS7		0.756			Valid
JS8		0.769			Valid
JS9		0.790			Valid
OHS1			0.789		Valid
OHS10			0.824		Valid
OHS2			0.808		Valid
OHS3			0.763		Valid
OHS4			0.820		Valid
OHS5			0.745		Valid
OHS6			0.843		Valid
OHS7			0.819		Valid
OHS8			0.810		Valid
OHS9			0.787		Valid
IN1				0.715	Valid
IN10				0.720	Valid
IN2				0.779	Valid
IN3				0.859	Valid
IN4				0.780	Valid
IN5				0.711	Valid
IN6				0.765	Valid
IN7				0.747	Valid
IN8				0.834	Valid
IN9				0.798	Valid

Based on the results of table 1 above, it can be seen that all outer loading values have a value greater than > 0.7, so it can be declared valid and further testing can be carried out.

Table 2. composite Reliability

	<i>Composite Reliability</i>	Keterangan
EMPLOYEE PRODUCTIVITY	0.922	Reliable
JOB SATISFACTION	0.965	Reliable
OHS (K3)	0.940	Reliable
INCENTIVES	0.930	Reliable

Based on table 3 above, it can be concluded that the composite reliability value of this study has a value  $> 0.7$ , which means that all constructs meet the criteria and each construct in this study has a high reliability value.

Table 3. Cronbach's Alpha

	<i>Cronbach's Alpha</i>	Keterangan
EMPLOYEE PRODUCTIVITY	0.935	Reliable
JOB SATISFACTION	0.924	Reliable
OHS (K3)	0.943	Reliable
INCENTIVES	0.910	Reliable

Table 4. Hypotesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
OHS (K3) -> EMPLOYEE PRODUCTIVITY	0.143	0.142	0.101	1.310	0.165
INCENTIVES -> EMPLOYEE PRODUCTIVITY	0.522	0.525	0.112	4.709	0.000
JOB SATISFACTION -> EMPLOYEE PRODUCTIVITY	0.253	0.243	0.115	2.271	0.012
OHS (K3) -> JOB SATISFACTION	0.442	0.419	0.082	5.673	0.000
INCENTIVES-> JOB SATISFACTION	0.520	0.520	0.080	6.703	0.000

Table 5. Specific Indirect Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
OHS (K3) -> JOB SATISFACTION -> EMPLOYEE PRODUCTIVITY	0.122	0.105	0.054	2.156	0.000
INCENTIVE -> JOB SATISFACTION -> EMPLOYEE PRODUCTIVITY	0.131	0.110	0.062	2.260	0.022

## DISCUSSION

From the results of data processing path coefficient and specific indirect effect, the results of this study are as follows:

1. The OHS program variable has no affects on productivity of millennial generation employees in Bekasi Regency. The results of data processing show that the t-statistic value is  $1.310 < 1.96$ . These results are not in line with research conducted by (Setyaningsih et al., 2024) which states that the K3 (Occupational Safety and Health) program has a significant influence on work productivity.

This finding contrasts with other studies that have found a strong link between OHS programs and improved work productivity. Several factors might explain this discrepancy. The effectiveness of OHS programs can vary based on how well they are implemented and communicated within an organization. If the OHS program in Bekasi Regency is not effectively tailored to the needs and concerns of millennial employees, it may not produce the expected productivity gains. Additionally, the program's content and delivery might not be aligned with the specific safety and health challenges faced by employees in this region. Millennial employees might have different perceptions and expectations regarding workplace safety compared to other generations. If the OHS initiatives do not address these unique expectations or fail to engage employees in a meaningful way, their impact on productivity could be limited.

2. Incentive variable affects on productivity of millennial generation employees in Bekasi Regency. The results of data processing show that the t-statistic value is  $4.709 > 1.96$ . These results are not in line with research conducted by (Lestari, 2021) which states that Incentive program has no significant influence on work productivity.

The design and implementation of incentive programs can vary widely. In Bekasi Regency, the incentive programs might be more tailored to the specific needs and preferences of millennial employees, making them more effective. For example, if the incentives are aligned with what motivates this generation, such as career development opportunities, recognition, or flexible working conditions, employees may respond more positively, leading to increased productivity.

Secondly, contextual factors such as the local economic environment or industry-specific conditions might influence the effectiveness of incentive programs. In Bekasi Regency, local conditions may create a more favorable environment for the impact of incentives, whereas in other settings, the same programs might not be as effective.

3. Job satisfaction variable affects on productivity of millennial generation employees in Bekasi Regency. The results of data processing show that the t-statistic value is  $2.271 > 1.96$ . These results are in line with research conducted by (Centre, 2023) which states that job satisfaction has a significant influence on work productivity.

Job satisfaction encompasses various aspects of the work environment, including work conditions, relationships with colleagues, and opportunities for career growth. When employees are satisfied with these elements, they are more likely to be engaged and motivated, leading to higher productivity. In Bekasi Regency, a supportive work environment that addresses the specific needs and preferences of millennial employees may contribute to their higher job satisfaction and, consequently, increased productivity. Furthermore, job satisfaction can drive innovation and creativity. When employees feel valued and content, they are more inclined to contribute ideas and take initiative, further boosting productivity and overall organizational performance.

4. The OHS program variable affects on job satisfaction of millennial generation employees in Bekasi Regency. The results of data processing show that the t-statistic value is  $5.673 > 1.96$ . These results are in line with research conducted by (Desfatriani et al., 2023) which states that the OHS program variable has a significant influence on job satisfaction.

A well-implemented OHS program helps ensure that employees work in a safe and secure environment, which directly contributes to their overall job satisfaction. When employees perceive that their health and safety are prioritized by their employer, they are likely to feel more valued and secure, leading to higher levels of job satisfaction. An effective OHS program can reduce workplace accidents and health issues, which can otherwise contribute to job dissatisfaction. By minimizing these risks, the program helps create a more stable and positive work environment, further enhancing employees' satisfaction with their jobs.

Moreover, OHS programs often involve training and communication about safety practices, which can foster a sense of well-being and trust between employees and management. This open dialogue and proactive approach to safety can improve employees' perceptions of their employer and their job, contributing to greater satisfaction.

5. Incentive variable affects on job satisfaction of millennial generation employees in Bekasi Regency. The results of data processing show that the t-statistic value is  $6.703 > 1.96$ . These results are in line with research conducted by Prayitno., 2024) which states that incentive variable has a significant influence on job satisfaction.

Incentives, such as financial bonuses, recognition awards, or career development opportunities, directly contribute to employees' sense of value and appreciation. When millennial employees perceive that their efforts are being recognized and rewarded, they are more likely to feel satisfied with their jobs. This recognition aligns with their expectations for meaningful and rewarding work experiences. Incentives can address various aspects of job satisfaction by meeting employees' personal and professional needs. For instance, performance bonuses can provide financial security, while opportunities for advancement can fulfill career aspirations. By offering a

range of incentives, organizations can cater to different motivational factors and enhance overall job satisfaction.

6. The OHS program variable affects the productivity of millennial generation employees in Bekasi Regency which is mediated by job satisfaction. The results of data processing show that the t-statistic value is  $2.156 > 1.96$ . These results are in line with research conducted by (Setyaningsih et al., 2024) which states that the K3 (Occupational Safety and Health) program has a significant influence on work productivity and in line with (Centre, 2023) which states that job satisfaction has a significant influence on work productivity.

A robust OHS program directly enhances job satisfaction by ensuring a safe and healthy work environment. When employees feel secure and well-protected, their overall job satisfaction improves. This increased satisfaction, in turn, positively influences their productivity. Thus, the OHS program indirectly boosts productivity by first improving job satisfaction. Job satisfaction acts as a mediator because satisfied employees are generally more engaged and motivated. When employees are content with their work conditions, they are more likely to be productive, contributing to better overall performance. Therefore, the effectiveness of an OHS program in improving job satisfaction can lead to significant gains in productivity.

Additionally, for millennial employees who often prioritize workplace safety and well-being, a strong OHS program can be a key factor in their job satisfaction. This generation values a work environment that supports their health and safety, and their satisfaction with these conditions can enhance their work performance.

7. Incentive variable affects the productivity of millennial generation employees in Bekasi Regency which is mediated by job satisfaction. The results of data processing show that the t-statistic value is  $2.260 > 1.96$ . These results are in line with research conducted by (Centre, 2023) which states that job satisfaction has a significant influence on work productivity.

Incentives such as bonuses, promotions, and recognition contribute to higher job satisfaction by fulfilling employees' desires for rewards and acknowledgment. When millennial employees perceive that their contributions are recognized and adequately rewarded, their job satisfaction increases. This heightened satisfaction, in turn, positively influences their productivity, as satisfied employees are generally more motivated and engaged in their work.

Job satisfaction serves as a mediator because it enhances employees' overall motivation and commitment to their tasks. When employees are satisfied with their job and feel valued, they are more likely to put forth greater effort and perform at a higher level. Thus, the effect of incentives on productivity is amplified when they first improve job satisfaction. Additionally, for millennial employees who often seek both immediate and long-term rewards, effective

incentive programs that boost job satisfaction can significantly enhance their work performance. This generation values meaningful and rewarding work experiences, so incentives that align with their expectations can lead to increased productivity.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Conclusion***

1. Occupational health and safety (OHS) programs have no positive impact on the productivity of millennial employees in Bekasi Regency. Although an occupational health and safety (OHS) program has been implemented in the workplace, no significant evidence was found that the program has a direct impact on increasing the productivity of millennial employees in Bekasi Regency. Several other factors, such as work motivation, social environment, and work-life balance, may have a greater influence on their productivity. Therefore, despite its importance, the OHS program may not be the main determinant in improving the performance of millennials in this region.
2. Incentives are proven to have a significant influence on the productivity of millennial employees in Bekasi Regency. Providing the right incentives, both financial and non-financial, can improve their motivation and overall performance. Millennial employees in this area tend to be more responsive to the rewards given, which ultimately has a positive impact on their work productivity as well as their contribution to the company or organization they work for.
3. Job satisfaction has a direct impact on the productivity of millennial generation employees in Bekasi Regency. When employees are satisfied with their jobs, whether in terms of work environment, compensation, or relationships with coworkers and superiors, they tend to be more motivated and passionate about their tasks. Job satisfaction creates a higher sense of belonging and engagement, which in turn improves individual performance and their contribution to the company. Conversely, job dissatisfaction can lead to decreased morale, burnout, and even turnover, all of which negatively impact productivity. Thus, maintaining a high level of job satisfaction is key to maximizing the productivity of millennial employees in Bekasi Regency.
4. Occupational health and safety (OHS) programs play an important role in improving job satisfaction of millennial generation employees in Bekasi Regency. When OHS programs are well-executed, employees feel safer and more protected at work, which directly increases their sense of comfort and trust in the company. Safe and healthy working conditions minimize the risk of accidents and illnesses, so millennial employees can work without worrying about their safety. This high job satisfaction not only has a positive impact on employee well-being, but also on their loyalty and commitment to the company, creating a more productive and harmonious work environment.

5. Incentives have a significant influence on job satisfaction of millennial employees in Bekasi Regency. Providing incentives that meet their needs and expectations, whether in the form of bonuses, allowances, or other facilities, can increase their sense of satisfaction with their work. Millennial employees in this area tend to value and feel valued more when companies provide adequate incentives, which in turn increases their loyalty and commitment to the company.
6. Occupational health and safety (OHS) programs can influence the productivity of millennial generation employees in Bekasi Regency through the mediation of job satisfaction. When an OHS program is well implemented, employees feel safe and secure in the work environment, which increases their sense of satisfaction. This job satisfaction then plays an important role in increasing employees' motivation and commitment to their work. By feeling valued and having their well-being prioritized, millennial employees tend to be more passionate and productive in completing their tasks. Thus, an effective OHS program not only lowers the risk of accidents but also, through job satisfaction, drives increased productivity.
7. Incentives have a significant influence on the productivity of millennial employees in Bekasi Regency, especially when mediated by job satisfaction. When employees are satisfied with the incentives provided, whether in the form of materials or appreciation, this increases their motivation to work more efficiently and productively. Thus, job satisfaction acts as a key factor that strengthens the relationship between incentives and increased productivity among millennial employees in the region.

### ***Recommendation***

1. Enhance the K3 Program: Ensure that the K3 program is comprehensive and effectively addresses the specific health and safety concerns of millennial employees. Regular training, clear communication about safety practices, and continuous improvement of safety measures can boost job satisfaction and, consequently, productivity.
2. Develop Targeted Incentives: Design incentive programs that cater to the preferences and motivations of millennial employees. This could include a mix of financial rewards, career development opportunities, and recognition. Ensuring that these incentives are perceived as valuable can enhance job satisfaction and drive productivity.
3. Integrate Safety and Rewards: Create a synergy between the K3 program and incentive systems. For example, link safety achievements with incentive rewards to reinforce the importance of a safe work environment and enhance overall job satisfaction.
4. Monitor and Evaluate: Regularly assess the effectiveness of both the K3 program and incentive schemes. Use employee feedback to make necessary adjustments and ensure that these programs continue to meet their needs and contribute to high levels of job satisfaction.

5. Foster a Supportive Work Culture: Beyond safety and rewards, focus on building a positive and supportive work culture that values employee well-being and satisfaction. This holistic approach will further enhance job satisfaction and productivity.

### ADVANCED RESEARCH

1. Sample Specificity: The research is focused on millennial employees in Bekasi District, which may limit the generalizability of the findings to other regions or age groups.
2. Cross-Sectional Design: The study uses a cross-sectional design, which captures data at a single point in time and may not account for changes in job satisfaction or productivity over time.
3. Self-Reported Data: The reliance on self-reported data for job satisfaction and perceived effectiveness of the K3 program and incentives may introduce response biases.

#### Directions for Future Research:

1. Broaden the Sample: Future studies should consider including a more diverse sample from different regions, industries, and age groups to enhance the generalizability of the findings.
2. Longitudinal Studies: Employ longitudinal research designs to track changes in job satisfaction and productivity over time, providing insights into the long-term effects of K3 programs and incentives.
3. Objective Measures: Incorporate objective measures of productivity and safety outcomes, alongside self-reported data, to reduce biases and provide a more comprehensive assessment of program effectiveness.

Explore Additional Variables: Investigate other factors that might mediate or moderate the relationship between K3 programs, incentives, job satisfaction, and productivity, such as organizational culture or employee engagement.

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