

Understanding Employee Turnover: Health, Safety, Work Environment, and Job Satisfaction Influence Commitment

Ananda Prakoso^{1*}, Aris Budiono²

ASA University of Indonesia, Jakarta Timur, Indonesia^{1,2}

anandaprakoso990@gmail.com^{1*}, arisbudiono@asaindo.ac.id²



Article History:

Received on 7 May 2025

1st Revision 15 May 2025

2nd Revision 27 May 2025

Accepted on 13 June 2025

Abstract

Purpose: This study investigates how HSE practices and the work environment affect organizational commitment, focusing on job satisfaction as a mediating factor. Driven by the high employee turnover at PT Sabena Cipta, this research aims to assess whether HSE programs enhance commitment or if other elements, like job satisfaction and the work environment, are more influential.

Methodology/approach: This study used a quantitative, correlational approach with a cross-sectional survey design. In February 2025, data were collected from 350 employees of PT Sabena Cipta using Krejcie and Morgan sampling. Structural Equation Modeling (SEM) with Partial Least Squares (PLS) was applied to evaluate the validity and reliability of the measurement instruments and to test the hypotheses and mediation effects.

Results/findings: Health, Safety, and Environment (HSE) practices boost organizational commitment by creating a safe and supportive workplace. In contrast, a poor work environment can lower commitment due to unclear career paths and inconsistent hours. While a positive work environment increases job satisfaction, job satisfaction itself does not significantly influence commitment or serve as a mediator. This shows that HSE practices are more effective in enhancing commitment than job satisfaction.

Conclusion: Robust HSE practices have a significant positive impact on employee commitment. Conversely, an unsupportive work environment reduces commitment, and job satisfaction does not have a significant effect. Therefore, structural improvements and the cultivation of a proactive safety culture are essential for fostering employee loyalty and ensuring long-term organizational success.

Limitations: The study was limited to employees of PT. Sabena Cipta and may not be generalizable to other industries or organizational settings.

Contribution: This study highlights how the Theory of Planned Behavior (TPB) helps us understand organizational commitment and shows that effective health, safety, and environmental (HSE) practices are crucial for retaining employees in high-turnover environments.

Keywords: *Health and Safety Environment, Job Satisfaction, Organization Commitment, Working Environment.*

How to Cite: Prakoso, A., Budiono, A. (2025). Understanding Employee Turnover: Health, Safety, Work Environment, and Job Satisfaction Influence Commitment. *Jurnal Akuntansi, Keuangan, dan Manajemen*. 6(3), 815-826.

1. Introduction

Organizations face increasing pressure to maintain a productive and committed workforce in today's fast-paced and competitive business environment. One critical challenge is high employee turnover, which incurs substantial recruitment and training costs, disrupts operations, and weakens institutional Knowledge (Blau, 2017; Saputra et al., 2023). A high turnover rate often reflects deeper structural or cultural organizational issues that require strategic intervention.

This issue is evident at PT Sabena Cipta, a manufacturing company currently grappling with a significant turnover rate. The frequent departure of employees interferes with production continuity, increases scheduling challenges, and overburdens the remaining workforce. As an HSE (Health, Safety, and Environment) compliance officer, the researcher witnesses firsthand how these disruptions unfold. This has prompted an inquiry into whether the existing HSE program can mitigate turnover or if broader factors like the work environment and job satisfaction play a more decisive role (Cahyani & Ida, 2022; Maulidah et al., 2022).

While HSE programs are often framed as regulatory obligations, they are increasingly recognized as strategic tools to boost employee retention. A well-structured HSE system that addresses risks ensures proper equipment availability and promotes continuous training to foster a culture of safety and care (Amalia et al., 2023). Employees who perceive genuine concern for their well-being are likelier to develop organizational trust and commitment (Dorta-Afonso et al., 2021).

However, these efforts may be undermined if the broader work environment is lacking. Irregular shift schedules, inadequate PPE, wage inequities, and the absence of clear career progression have all emerged as concerns among employees at PT Sabena Cipta. Such conditions can erode satisfaction and negate the benefits of HSE policies (Pusparani et al., 2021; Sulistyawati et al., 2022).

Job satisfaction is a key mediating factor linking organizational practices to performance and turnover outcomes. Dissatisfied employees are likelier to leave, especially when structural issues remain unaddressed (Attamimi et al., 2022; Sutapa et al., 2021). Beyond compensation, meaningful work, supportive leadership, and growth opportunities significantly influence satisfaction (Nugraha et al., 2024; Tarjo et al., 2020). To understand how these factors interact, this study adopts the Theory of Planned Behavior (TPB), which posits that intentions are shaped by attitudes, norms, and perceived control (Ajzen, 1991). Employees who view their environment as fair and safe are more inclined to stay, feel expected to stay by others, and believe they can thrive in their roles.

This study investigates the influence of HSE and work environment on organizational commitment, with job satisfaction as a mediating variable. Data will be collected from production employees at PT Sabena Cipta using a quantitative method and structured questionnaires and analyzed using structural equation modeling (SEM).

The findings aim to provide practical recommendations for companies facing similar challenges. Improvements in safety policies, work conditions, and transparent career development may prove more effective in retaining employees than financial incentives alone (Fauziah et al., 2024).

Addressing turnover at PT Sabena Cipta requires an integrated strategy that enhances HSE implementation and the overall work climate. Retention is ultimately rooted in how employees feel safe, supported, and valued (Attamimi et al., 2022; Nugraha et al., 2024).

2. Literature Review

2.1 Health and Safety Environment

Effective Health, Safety, and Environment (HSE) policies can enhance job satisfaction and foster organizational commitment. Previous studies indicate that well-structured HSE programs improve employee satisfaction and productivity while strengthening loyalty (Anggoro et al., 2022; Ong et al., 2021). Employees who feel safe are likelier to remain engaged and committed to their work (Amalia et al., 2023; Saputra et al., 2023). When correctly implemented, HSE systems contribute to performance improvements by creating a sense of trust and care among employees (Pradita & Sentoso, 2022). Strong HSE measures are also associated with reduced turnover intentions (Maulidah et al., 2022). Although this study does not formally test the relationship between HSE practices and job satisfaction as a hypothesis, the conceptual relevance is well-supported.

H1: HSE influences job satisfaction.

H2: HSE influences organizational commitment.

2.2 Working Environment

The work environment significantly impacts employee perceptions, job satisfaction, and organizational commitment. A supportive and resource-rich workplace, which includes ergonomic facilities, manageable workloads, and effective communication systems, significantly contributes to employees' psychological comfort and motivation (Marliani et al., 2023; Sutapa et al., 2021). Additionally, social support from supervisors and colleagues helps reduce stress and promotes a collaborative culture that enhances commitment (Pradita & Sentoso, 2022). Moreover, organizational culture and leadership styles, particularly transformational leadership, are crucial in shaping the quality of the work environment. Leaders who demonstrate transparency, inspire through a clear vision, and provide individualized support can improve the workplace climate, leading to higher job satisfaction and lower turnover rates (Sulistyawati et al., 2022). Furthermore, a well-designed physical environment and fair workplace practices, such as equitable promotion systems and resource access, enhance employees' perceptions of organizational justice (Byun & Jeon, 2023).

H3: The work environment influences job satisfaction.

H4: The work environment influences organizational commitment.

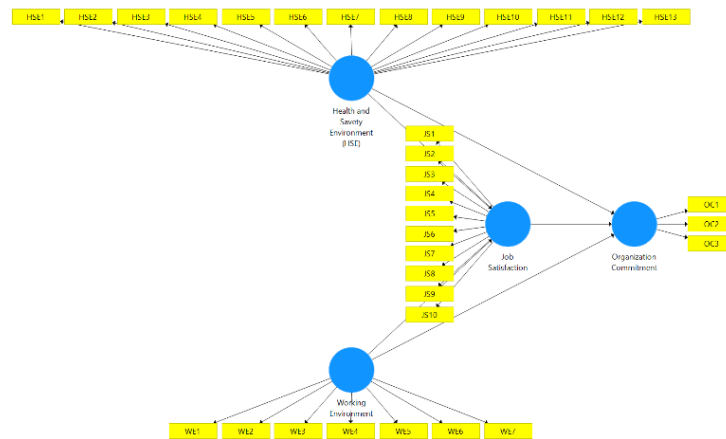
2.3 Job Satisfaction

Job satisfaction reflects an employee's emotional and cognitive evaluation of their job and significantly impacts work behavior, including loyalty and performance. Factors such as fair compensation, personal achievement, career development, supportive supervision, and psychological safety contribute to high levels of job satisfaction (Attamimi et al., 2022; Kurniawati & Hirawati, 2022). Research indicates that employees who are satisfied with their work environment and have clear role expectations are more committed to organizational goals and less likely to resign (Anggoro et al., 2022; Saputra et al., 2023). Moreover, job satisfaction is often enhanced when employees feel a sense of autonomy, receive recognition, and experience alignment between their values and those of the organization. This alignment fosters positive workplace attitudes, encourages organizational citizenship behaviors, and increases overall performance (Pradita & Sentoso, 2022). Consequently, job satisfaction is not only the result of favorable conditions but also serves as a mediator that influences employees' willingness to stay and contribute effectively.

H5: Job satisfaction influences organizational commitment.

2.4 Organizational Commitment

Organizational commitment refers to the strength of an employee's emotional attachment to their organization and is a key predictor of retention and performance. This commitment is nurtured by positive work experiences, such as fair treatment, effective communication, rewarding relationships, and meaningful job roles (Amalia et al., 2023; Marliani et al., 2023). High levels of commitment can lead to reduced absenteeism, increased engagement, and more stable workforce dynamics. Research shows that commitment is influenced by rational calculations (such as the costs associated with leaving) and affective and normative factors, including how much the employee wants to stay and feels morally obligated to remain with the organization. Programs focused on health, safety, and environment (HSE), along with motivational structures and transparent reward systems, contribute to building this bond (Pradita & Sentoso, 2022; Saputra et al., 2023). Additionally, organizations that actively address employees' needs through skill development, leadership engagement, and clear career pathways are more likely to secure long-term loyalty. This comprehensive approach fosters a resilient, high-performing workforce, ultimately reducing turnover and enhancing organizational performance (Cahyani & Ida, 2022; Fauziah et al., 2024).



Picture 1. Frame Work

3. Method

3.1 Population and sample

Employees of PT. Sabena Cipta provided data for this study, and there were 518 people in total. The sampling process uses the random sampling method after 20 respondents are screened for validity and reliability, and there are approximately 350 respondents that we will use in the regressive linear regression.

3.2 Research Instruments

Data is utilized to calculate scores that indicate work performance, which is influenced by compensation, organizational culture, and work habits, as observed in February 2025. The measurement employs a Likert scale to assess the following variables: Health, Safety, and Environment (HSE), work environment, job satisfaction, and organizational commitment. The instruments used for this assessment have been adapted from previously validated research to ensure their reliability and relevance in accurately measuring each variable.

3.3 Data Analysis Techniques

Two analysis techniques are used: the f-test, which evaluates the impact of the independent variable on the dependent variable, and the t-test, which examines this impact more focusedly. Data is collected using the SmartPLS 3 application.

4. Results and Discussion

4.1 Validity and Reliability

Table 1. Outer Loading

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Health and Safety Environment (HSE)	I feel that the employee selection process in this company prioritizes reducing risky or dangerous actions based on my experience.	0,825	0,956	0,961	0,653
	I feel that my job placement has been appropriate in helping to reduce risky or dangerous actions.	0,824			

	I have received adequate safety training to help reduce risky or dangerous actions.	0,824			
	My supervisor always reminds me about potential hazards and strives to develop a sense of safety awareness in the workplace.	0,812			
	I feel that the company uses various tools, such as safety posters and stickers, to motivate employees to work safely.	0,762			
	The welfare program is part of a sustainable safety program.	0,827			
	I feel focused on the task and understand how to work according to the work instructions and safety guidelines	0,837			
	Work procedures are always carried out in accordance with safety instructions	0,816			
	I can provide input on how to perform the work safely	0,781			
	Management and employees work together to identify potential hazards and develop new tools such as color codes, signs, and warnings about hazards, and so on.	0,760			
	The company performs regular inspections to ensure compliance with health and safety standards.	0,834			
	The company investigates workplace accidents and near misses.	0,785			
	Occupational health and safety equipment, including fire extinguishers, is inspected on a regular basis.	0,811			
Working Environment	The lighting is bright, but not dazzling	0,832	0,910	0,929	0,650
	Adjusting the temperature in the room	0,807			
	Humidity meets the oxygen requirements	0,722			
	The presence of good air circulation in the workplace	0,828			

	The noise in the workplace has not disrupted work productivity	0,798			
	The workspace does not cause vibrations	0,831			
	Odors in the workspace are addressed with the use of air conditioning or hexos	0,822			
Job Satisfaction	The assignments given are interesting.	0,807	0,958	0,961	0,713
	have the opportunity to continue learning and developing.	0,860			
	A chance to take on and embrace responsibility.	0,790			
	There are advancement opportunities for employees.	0,901			
	Receiving a decent salary.	0,777			
	Opportunity to Develop Intellectually.	0,882			
	Access to opportunities for growing and enhancing professional expertise.	0,880			
	Assistance with technical issues for employees.	0,852			
	Behavioral support through fostering an inclusive environment in decision-making.	0,852			
	Collaborative colleagues.	0,830			
Organization Commitment	The company motivates its employees to be creative and introduce new ideas in their work.	0,887	0,838	0,903	0,756
	Consistently strive to deliver your best by adopting the practices that are encouraged within the company.	0,836			
	Due to their perception of the company's circumstances and conditions as appropriate and satisfactory, employees feel comfortable working there.	0,884			

Source: Author

The measurement model validates the reliability and validity of the constructs and indicators used in this research. As displayed in Table 1, all outer loading values exceed 0.70, confirming the validity of each indicator. Reliability was evaluated through Cronbach's Alpha (CA) and Composite Reliability (CR), with all latent constructs demonstrating Average Variance Extracted (AVE) values greater than

0.5. Furthermore, both CR and CA values are 0.70 or higher, indicating strong construct reliability and consistency in the data.

4.2 R^2 (R-Square)

Table 2. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0,012	0,006
Organization Commitment	0,821	0,820

Source: Author

Table 2 indicates that all the variables have R-squared values exceeding 0.50., with the organizational commitment variable at 0.821 and the work satisfaction measure at 0.012. The model's significant explanatory power is demonstrated by these findings.

4.3 Goodness of fit (Q^2 and SRMR)

Table 2. R-Square

	Q^2 (=1-SSE/SSO) CCC	Q^2 (=1-SSE/SSO) CCR	Saturated Model	Estimated Model
Health and Safety Environment (HSE/K3)	0.564			
Job Satisfaction	0.590	0.003		
Organization Commitment	0.490	0.614		
Work Environment	0.507			
SRMR			0,065	0,065
CCC=Construct Cross-validated Commuality, CCR=Construct Cross-validated Redundancy				

Source: Author

The coefficient of determination, also known as the Q^2 value, measures the predictive relevance of a model. A model is deemed predictively relevant if its Q^2 value exceeds 0, indicating that it possesses predictive power. In contrast, a Q^2 value below 0 suggests the model has limited predictive relevance (Chin Wynne W., 1998). According to the results presented in Table 3, all key constructs such as Health and Safety Environment (HSE/K3) ($Q^2 = 0.564$), Job Satisfaction ($Q^2 = 0.590$), Organizational Commitment ($Q^2 = 0.490$ for CCC and 0.614 for CCR), and Work Environment ($Q^2 = 0.507$) meet the minimum criterion for predictive relevance, with values indicating medium predictive relevance. These findings imply that the model effectively predicts the behaviour of these variables. Additionally, model fit assesses how well the proposed model corresponds with the empirical data and the correlations among the variables. The Standardized Root Mean Square Residual (SRMR) is crucial for evaluating this fit. Generally, a value below 0.10 indicates a good fit (Muhson, 2022). As shown in Table 3, the SRMR value for both the saturated and estimated models is 0.065, significantly below the 0.08 threshold, indicating an excellent fit for the data.

4.4 Direct Effect

Table 4. Direct Effect Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Health and Safety Environment (HSE) -> Job Satisfaction	-0.334	-0.300	0.232	1.436	0.152	Not Supported
Health and Safety Environment (HSE) -> Organization Commitment	1.088	1.098	0.093	11.672	0.000	Supported

Job Satisfaction -> Organization Commitment	0.017	0.017	0.021	0.815	0.416	Not Supported
Work Environment -> Job Satisfaction	0.267	0.242	0.233	1.143	0.254	Not Supported
Work Environment -> Organization Commitment	-0.190	-0.199	0.094	2.012	0.045	Supported

Source: Author

4.4.1 *The Influence of Health and Safety Environment on Job Satisfaction*

The impact of Health and Safety Environment (HSE) on job satisfaction yields a t-value of 1.436, which does not exceed the critical threshold of 1.96. Additionally, the significance level is 0.152 ($p > 0.05$). This indicates that the hypothesis (H2) is unsupported, suggesting that HSE does not significantly influence job satisfaction in this context. These findings contradict previous studies, such as those by (Sudiarno et al., 2021), which identified a significant relationship between safety climate and job satisfaction. This result can be interpreted through the Planned Behavior Theory, which posits that attitudes toward safety may not necessarily translate into satisfaction if other motivational components, such as perceived behavioral control and normative beliefs, are weak. In this case, job satisfaction may be more influenced by compensation, recognition, and career advancement factors, from a practical standpoint at PT. Sabena Cipta, although safety is emphasized, the lack of timely provision of personal protective equipment (PPE) and irregular work shifts may undermine employees' perception of the benefits of the safety system. Employees might feel that safety policies are poorly implemented or inconsistent, which can contribute to low levels of job satisfaction, even when safety procedures are established on paper.

4.4.2 *The Influence of Health and Safety Environment on Organizational Commitment*

The impact of Health and Safety Environment (HSE) on Organizational Commitment yielded a t-count of 11.672, significantly surpassing the critical value of 1.96, with a significance level of 0.000 ($p < 0.05$). This supports the acceptance of hypothesis H2, demonstrating that HSE significantly influences Organizational Commitment. The original sample estimate of 1.088 further strengthens this relationship. These findings align with the research conducted by (Sukwika & Sutrisno, 2021), which indicates that effective safety leadership and accountability positively affect job satisfaction and safety performance, ultimately enhancing employee commitment. According to the Planned Behavior Theory, a safe and well-managed environment fosters positive attitudes and increases perceived behavioral control, contributing to stronger commitment intentions. In practice, at PT. Sabena Cipta, employees who feel safe are likelier to remain loyal, even in a dynamic and demanding work environment. However, personal protective equipment (PPE) procurement challenges may undermine this positive impact. Management must ensure the timely and adequate distribution of safety equipment and promote a proactive safety culture, as these efforts are essential for maintaining and enhancing employee commitment.

4.4.1 *The Influence of Job Satisfaction on Organizational Commitment*

The analysis of the impact of Job Satisfaction on Organizational Commitment revealed a t-value of 0.815, below the critical value of 1.96, with a significance level of 0.416 ($p > 0.05$). This outcome indicates the rejection of hypothesis H5, suggesting that Job Satisfaction does not significantly influence Organizational Commitment in this context. These findings differ from those of (Muchtarruddin et al., 2023), who found that Job Satisfaction, Work Environment, Organizational Culture, and Health and Safety protocols significantly affect employee commitment. According to Planned Behavior Theory, attitudes (such as job satisfaction) should influence behavioral intentions (like commitment). However, this effect can be diminished when normative pressures or a lack of control overshadow it. If employees are dissatisfied with their pay, promotion prospects, or work-life balance, job satisfaction alone may not lead to commitment in the context of PT. Sabena Cipta, several internal issues may explain these results. The absence of a clear career path, unpredictable work hours, and perceived unfair wages can reduce overall employee satisfaction and limit their emotional bond with the company, even if other job

elements are positive. Addressing these structural issues is essential for enabling job satisfaction to have a meaningful impact on commitment.

4.4.2 *The Influence of Work Environment on Job Satisfaction*

The findings of this study indicate that the work environment has a t-value of 1.143 and a p-value of 0.254 ($p > 0.05$), suggesting that the relationship between the work environment and job satisfaction is statistically insignificant. This means that while a positive work environment may have some influence on job satisfaction, its direct impact is not strong. This conclusion aligns with research by (Dorta-Afonso et al., 2021), which emphasizes that although a positive work environment contributes to job satisfaction, other factors, such as organizational practices and intrinsic motivation, play a more significant role. From the Theory of Planned Behavior (TPB) perspective, a supportive work environment may not be sufficient to drive job satisfaction unless it aligns with employees' expectations and perceptions of control. Employees with little influence over their tasks or schedules are less likely to feel satisfied at PT. Sabena Cipta, regardless of external conditions. Even though the physical work environment may be acceptable, issues such as unstable working hours and a lack of advancement opportunities can diminish employees' perceived control, overshadowing any positive aspects of the environment. Addressing these systemic concerns is critical for enhancing job satisfaction.

4.4.3 *The Influence of Work Environment on Organization Commitment*

The impact of the work environment on organizational commitment has produced a t-count of 2.012, which slightly exceeds the critical value of 1.96. With a significance level of 0.045 ($p < 0.05$), this result indicates statistical significance. However, the original sample estimate of -0.190 suggests a negative relationship, indicating that certain aspects of the work environment may adversely affect organizational commitment. Factors such as excessive workload, interpersonal conflict, and unclear role expectations could diminish employees' emotional attachment to the organization. These findings align with the research conducted by (Byun & Jeon, 2023), which identified negative elements in the work environment, such as stress and internal conflict, as being linked to decreased organizational commitment. Theoretically, this underscores the dual nature of the perceived environment in the Planned Behavior Theory. Poor working conditions can lead to negative attitudes toward the job, ultimately weakening employees' intentions to remain with the company at PT. Sabena Cipta, irregular hours, lack of promotion opportunities, and insufficient pay may contribute to a negative perception of the work environment, despite any positive elements. These issues could lead to employee disillusionment and decreased organizational commitment unless management addresses them promptly through clearer HR policies and workload restructuring.

4.5 *Indirect Effect*

Table 5. Indirect Effect Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Health and Safety Environment (HSE) -> Job Satisfied -> Organization Commitment	-0.006	-0.006	0.009	0.661	0.509	Not Supported
Work Environment -> Job Satisfaction -> Organization Commitment	0.005	0.005	0.008	0.569	0.569	Not Supported

Source: Author

4.5.1 *The Influence of Health and Safety on Organizational Commitment Through Job Satisfaction*

The mediation analysis indicates that Job Satisfaction does not mediate the relationship between the Health and Safety Environment (HSE) and Organizational Commitment, as evidenced by a t-value of 0.661 and a p-value of 0.509 ($p > 0.05$). This result suggests that there is no significant indirect effect

in this context. However, previous studies support including this relationship in the conceptual framework. For example, (Li et al., 2022) found that psychological safety, reflecting elements of a supportive and healthy work environment, affects affective commitment through job satisfaction and job burnout. According to the Planned Behavior Theory, while attitudes towards safety may be positive, the lack of job satisfaction stemming from poor internal policies, such as delays in the provision of safety equipment, diminishes the pathway to commitment. In a practical sense, employees at PT. Sabena Cipta may perceive HSE as inconsistent or unreliable. It cannot serve as a mediator if effective safety practices do not improve job satisfaction. Therefore, enhancing the quality and availability of personal protective equipment (PPE) and satisfaction drivers, such as fair wages, is essential for HSE to promote commitment indirectly.

4.5.2 The Influence of Work Environment on Organizational Commitment Through Job Satisfaction

The results indicate that job satisfaction does not significantly mediate the relationship between the work environment and organizational commitment, as evidenced by a t-value of 0.569 and a p-value of 0.569 ($p > 0.05$). However, previous studies provide empirical evidence supporting the relevance of this relationship in conceptual models. For instance, (Yi et al., 2022) demonstrated that a positive work environment significantly enhances organizational commitment, with job satisfaction as a partial mediator. From the Theory of Planned Behavior (TPB) perspective, this suggests that even within a favorable work environment, factors such as lack of autonomy or inadequate reward systems may hinder the link between job satisfaction and commitment, in the case of PT. Sabena Cipta, issues such as the absence of career development paths, poor work-life balance, and dissatisfaction with pay may undermine the positive effects of the work environment on job satisfaction. This ultimately makes it challenging for job satisfaction to mediate commitment. Therefore, addressing these gaps is essential to fully harness the potential benefits of improvements in the work environment.

5. Conclusion

This study emphasizes the crucial role of Health, Safety, and Environment (HSE) practices in enhancing employees' commitment to their organization. The findings indicate that HSE has a strong and statistically significant direct impact on employee commitment. This reinforces the idea that safety initiatives are regulatory requirements and strategic tools that help build employee trust, loyalty, and well-being. Employees who feel that their health and safety are prioritized are more likely to feel valued and committed to the organization. Interestingly, while the work environment significantly affects organizational commitment, the relationship is negative. This suggests that certain aspects of the work environment, such as unclear career paths, irregular working hours, and inadequate personal protective equipment (PPE), undermine commitment rather than enhance it. These findings highlight the importance of creating a comfortable work environment and addressing specific workplace issues that can lead to dissatisfaction or disengagement. Furthermore, job satisfaction in this study does not significantly influence organizational commitment or mediate the relationship between HSE or the work environment and commitment. This challenges conventional theories that position job satisfaction as a primary driver of commitment. Instead, direct structural interventions, such as strong HSE frameworks, may be more effective in fostering employee loyalty. For practical application, organizations should prioritize the development of a proactive safety culture, ensure the consistent availability of PPE, and address structural issues like workload, work-life balance, and career advancement opportunities. While leadership training and employee recognition remain valuable, they should complement, rather than replace, foundational efforts to provide a secure and supportive work environment. Integrating these strategies into core operations will help cultivate a more committed, motivated, and resilient workforce, ultimately supporting long-term organizational success.

Recomendation

Future research should include a broader range of companies and industries to improve generalizability. A longitudinal design is recommended to explore causal relationships over time. Additionally, incorporating variables such as leadership style and organizational culture could provide deeper insights into the factors influencing organizational commitment. Using objective measures of health, safety, and

environment (HSE) and work conditions, rather than relying solely on employee perceptions, can also enhance data validity and improve the accuracy of results.

Limitations

This study is focused solely on the employees of PT Sabena Cipta, which may limit the applicability of the findings to other industries or organizational contexts. Furthermore, the cross-sectional design restricts the ability to establish causal relationships between variables. The reliance on self-reported data may introduce bias due to subjective perceptions. Additionally, the study specifically examines health, safety, and environmental (HSE) practices and the work environment, without considering other possible external factors such as leadership style, organizational policies, or economic conditions that could also affect organizational commitment.

Acknowledgements

The author will say thanks for all that support. Because of that, the author can complete this article.

References

- Ajzen, I. (1991). The Theory of Planned. In *ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES* (Vol. 50, Issue 11, pp. 179–211). <https://www.researchgate.net/publication/272790646>
- Amalia, A. R., Azra, F. E. A., & Suhendra, S. (2023). Impact of Occupational Safety and Health (K3) and compensation on employee performance: The role of organizational commitment. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 6(2), 399–408. <https://doi.org/10.36407/jmsab.v6i2.1075>
- Anggoro, W., Indarti, S., & Efni, Y. (2022). Pengaruh Penerapan K3 Dan Komitmen Karyawan Terhadap Kepuasan Kerja Dan Produktivitas Kerja Karyawan Bagian Produksi Pt. Sari Lembah Subur Pelalawan. *Jurnal Daya Saing*, 8(3), 402–415. <https://doi.org/10.35446/dayasaing.v8i3.979>
- Attamimi, S. K., Hayati, K., & Karim, M. (2022). Pengaruh Kepuasan Kerja dan Keterikatan Kerja Terhadap Kinerja Karyawan. *Reviu Akuntansi, Manajemen, Dan Bisnis*, 2(1), 67–77. <https://doi.org/10.35912/rambis.v2i1.1497>
- Blau, P. M. (2017). Exchange and power in social life. *Exchange and Power in Social Life*, 1–352. <https://doi.org/10.4324/9780203792643>
- Byun, S., & Jeon, L. (2023). Early Childhood Teachers' Work Environment, Perceived Personal Stress, and Professional Commitment in South Korea. *Child and Youth Care Forum*, 52(5), 1019–1039. <https://doi.org/10.1007/s10566-022-09722-9>
- Cahyani, N. P. P. A., & Ida, B. T. P. (2022). The Influence of Work Environment, Occupational Health Safety, Organizational Commitment to Nurse Performance at Siloam Bali Hospital. *Jurnal Manajemen Kesehatan Yayasan RS. Dr. Soetomo*, 8(2), 225–239. DOI: [10.29241/jmk.v8i2.984](https://doi.org/10.29241/jmk.v8i2.984)
- Chin Wynne W. (1998). *Wynne W. Chin The Partial Least Squares Approach to Structural Equation Modeling 1998*.
- Dorta-Afonso, D., González-de-la-Rosa, M., García-Rodríguez, F. J., & Romero-Domínguez, L. (2021). Effects of high-performance work systems (HPWS) on hospitality employees' outcomes through their organizational commitment, motivation, and job satisfaction. *Sustainability (Switzerland)*, 13(6). <https://doi.org/10.3390/su13063226>
- Fauziah, N. A., Faeni, D. P., Wibowo, A., & Fikri, N. (2024). Pengaruh Learning Agility, Eksplorasi Kompetensi, dan Training terhadap Kinerja Karyawan melalui Komitmen (The impact of Learning Agility, Competency Exploration, and Training on Employee Performance through Commitment). 5(2), 225–238. <https://doi.org/10.35912/simo.v5i2.3457>
- Kurniawati, Y. L., & Hirawati, H. (2022). Pengaruh Kepuasan Kerja, Keselamatan, Dan Kesehatan Kerja Terhadap Komitmen Organisasional. *Business Management Analysis Journal (BMAJ)*, 5(1), 62–76. <https://doi.org/10.24176/bmaj.v5i1.6786>
- Li, J., Li, S., Jing, T., Bai, M., Zhang, Z., & Liang, H. (2022). Psychological Safety and Affective Commitment Among Chinese Hospital Staff: The Mediating Roles of Job Satisfaction and Job

- Burnout. *Psychology Research and Behavior Management*, Volume 15(June), 1573–1585. <https://doi.org/10.2147/prbm.s365311>
- Marliani, M., Tanjung, R., & Rochadi, R. K. (2023). Hubungan Lingkungan Kerja dengan Kepuasan Kerja Perawat. *Journal of Telenursing (JOTING)*, 5(2), 2421–2428. <https://doi.org/10.31539/joting.v5i2.7640>
- Maulidah, K., Ali, S., & Pangestuti, D. C. (2022). Pengaruh Beban Kerja dan Kepuasan Kerja terhadap Turnover Intention Karyawan RSU “ABC” Jakarta Selatan. *Jurnal Akuntansi, Keuangan, Dan Manajemen*, 3(2), 159–176. <https://doi.org/10.35912/jakman.v3i2.611>
- Muchtarruddin, M., Ratnasari, S. L., Susanti, E. N., Ariyati, Y., Desi, V. T., & Andi, F. (2023). Pengaruh Lingkungan Kerja, Budaya Organisasi, Keselamatan Dan Kesehatan Kerja (K3), Disiplin Kerja Dan Motivasi Terhadap Kepuasan Kerjakaryawan Pt. Batamindo Services Sinindo. *Jurnal Dimensi*, 12(2), 422–429. <https://doi.org/10.33373/dms.v12i2.5765>
- Muhson, A. (2022). *Analisis Statistik dengan SmartPLS ii Analisis Statistik dengan SmartPLS: Path Analysis, Confirmatory Factor Analysis, & Structural Equation Modeling*.
- Nugraha, H., Hamid, R. S., & Qamaruddin, M. Y. (2024). Pengaruh Keadilan Kompensasi dan Motivasi Kerja terhadap Kinerja Karyawan. *Studi Ilmu Manajemen Dan Organisasi*, 5(1), 105–114. <https://doi.org/10.35912/simo.v5i1.3229>
- Ong, S., Hendry, H., Winata, V., & Monika, M. (2021). The Influence of Discipline, Work Environment, and Work Commitment on Job Satisfaction. *International Journal of Social Science and Business*, 5(2), 174–179. <https://doi.org/10.23887/ijssb.v5i2.34976>
- Pradita, S., & Sentoso, A. (2022). Analisis Pengaruh Praktek Keselamatan dan Kesehatan Kerja terhadap Kinerja Karyawan dimediasi oleh Komitmen Organisasi. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 128–146. <https://doi.org/10.36778/jesya.v5i1.558>
- Pusparani, M., Amin, S., & Ali, H. (2021). the Effect of Work Environment and Job Satisfaction on Employee Performance With Organizational Commitment As an Intervening Variable At the Department of Population Control and Family Planning Sarolangun Regency. *Dinasti International Journal of Management Science*, 3(2), 202–219. <https://doi.org/10.31933/dijms.v3i2.1016>
- Saputra, A. H., Susena, K. C., & Nurzam, N. (2023). Pengaruh Kesehatan Dan Keselamatan Kerja (K3) Dan Jenjang Karir Terhadap Kepuasan Kerja Karyawan Pada PT. PLN (PERSERO) Ulp Bintuhan. *Jurnal Fokus Manajemen*, 3(2), 109–114. <https://doi.org/10.37676/jfm.v3i2.4696>
- Sudiarno, A., Diartiwi, S. I., Dewi, R. S., Zulqornain, M. R., Susanti, M., Hermawan, E., Dedy, Arifin, S., Wulansari, R., Akbar, R. A., Hidayat, M. H., & Feryanto, R. (2021). Health and safety implementation in indonesia and risk of COVID-19. *International Journal of Public Health Science*, 10(1), 68–76. <https://doi.org/10.11591/ijphs.v10i1.20634>
- Sukwika, T., & Sutrisno, G. (2021). Kepemimpinan Keselamatan, Komitmen Ahli K3, Akuntabilitas Terhadap Kepuasan Kerja dan Kinerja Keselamatan. *Jurnal Ecodemica Jurnal Ekonomi Manajemen Dan Bisnis*, 5(2), 164–174. <https://doi.org/10.31294/eco.v5i2.10960>
- Sulistiyawati, N., Setyadi, I. K., & Nawir, J. (2022). Pengaruh Lingkungan Kerja, Budaya Organisasi dan Kepemimpinan Transformasional terhadap Kepuasan Kerja Karyawan Millennial. *Studi Ilmu Manajemen Dan Organisasi*, 3(1), 183–197. <https://doi.org/10.35912/simo.v3i1.680>
- Sutapa, I. K., Suardika, I. N., Sudiarsa, M., & Andita Putra, I. K. (2021). Pengaruh Penerapan Kebijakan Sistem Manajemen Keselamatan Dan Kesehatan (SMK3) Terhadap Kepuasan Kerja Tenaga Kerja Pada Proyek Kantor Perwakilan Bank Indonesia Provinsi Bali. *Jurnal Ilmiah Poli Rekayasa*, 16(2), 66. <https://doi.org/10.30630/jipr.16.2.194>
- Tarjo, T., Burhanuddin, B., & Nasir, M. (2020). Pengaruh Lingkungan Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasi (Studi pada Karyawan Outsourcing PT Bank Mandiri Cabang Muara Bungo). *Jurnal Administrasi Sosial Dan Humaniora*, 3(4), 105. <https://doi.org/10.56957/jsr.v3i4.122>
- Yi, M., Jiang, D., Wang, J., Zhang, Z., Jia, Y., Zhao, B., Guo, L., & Chen, O. (2022). Relationships among thriving at work, organisational commitment and job satisfaction among Chinese front-line primary public health workers during COVID-19 pandemic: A structural equation model analysis. *BMJ Open*, 12(6). <https://doi.org/10.1136/bmjopen-2021-059032>