THE EFFECT OF OCCUPATIONAL SAFETY AND HEALTH (K3), WORK SHIFTS AND *INTERPERSONAL COMMUNICATION* ON NON-MEDICAL EMPLOYEES OF KARDINAH HOSPITAL TEGAL CITY

Fariz Unandar1[1)], Sri Murdiati2), Sari Wiyanti3)

[1)]Management Study Program, [2)] Management Study Program and [3)] Management Study Program

Faculty of Economics and Business, Pancasakti University Tegal

Abstract: *This study aims to determine the Effects of Occupational Safety and Health (K3), Work Shifts and Interpersonal Communication on the Performance of Non-Medical Employees at Kardinah Hospital, Tegal City. This study uses a quantitative approach. The types of data and data sources used in this study are primary data and secondary data. The population in this research is 223 employees. Determination of the research sample was carried out with the type of Probability Sampling. The analytical method used is successive interval method, multiple linear regression analysis, classical assumption test, coefficient of determination, using the SPSS version 25 application. The results showed that independently (t test) 1) Occupational Safety and Health has an effect on the Performance of Non-Medical Employees at Kardinah Hospital, Tegal City. 2) Work Shifts affect the Performance of Non-Medical Employees at Kardinah Hospital, Tegal City. 3) Interpersonal Communication does not have a significant effect on the Performance of Non-Medical Employees at Kardinah Hospital, Tegal City.*

Keywords: Occupational Safety and Health (K3), Work Shifts, Work Shifts, Interpersonal Communication and Performance.

ABSTRACT: This study aims to determine the Influence of Occupational Safety and Health (K3), *Work Shift* and *Interpersonal Communication* on the Performance of Non-Medical Employees of Kardinah Hospital in Tegal City. This study uses a quantitative approach. The types of data and data sources used in this study are primary data and secondary data. The population in this study is 223 employees. The determination of the sample of this study was carried out by the type of Probability Sampling. The analysis methods used are the susceptive interval method, multiple linear regression analysis, classical assumption test, determination coefficient using the SPSS version 25 application. The results of the study showed that partially (t-test) 1) Occupational Safety and Health had a positive and significant effect on the Performance of Non-Medical Employees of Kardinah Hospital, Tegal City. 2) *Work Shift* has a positive and significant effect on the Performance of Non-Medical Employees of Kardinah Hospital Kota Tegal. 3) Interpersonal Communication has no effect on the Performance of Non-Medical Employees of Kardinah Hospital Kota Tegal.

Keywords: Occupational Safety and Health, Work Shift, Interpersonal Communication, and Performance

A. INTRODUCTION

Hospitals as an institution engaged in the health sector play an important role in efforts to improve health services for the community, where the wider and more complete the facilities of a hospital, the better the health services provided. Improving health services must also be supported by optimal employee performance. Likewise, the facilities provided to employees to support their performance. According to Wake Up (2012:4), one of the organizational resources that plays an important role in achieving goals is human resources. To achieve optimal employee performance, occupational safety and health (K3) for employees must also be carried out, because the wider the health services and functions of a hospital, the more complex the equipment and facilities needed. This results in hospitals having a very high potential danger. Potential Dangers in Hospitals In addition to infectious diseases, there are also other potential hazards that can affect employee performance, namely work accidents, radiation, hazardous chemicals, anesthetic gases, psychosocial and ergonomic disorders. In an effort to improve employee performance in hospitals, a system is also needed *Shift* (division) of work used by agencies to anticipate their employees so that they do not feel fatigued. According to Sugiono (2018:130)Division *Shift* must pay attention to the maximum working hours that can be lived by employees,

therefore to support their performance, a really effective division of working hours is needed. Ineffective division of working hours can have an impact on performance. In doing a good communication job is also very necessary, optimal and effective cooperation is impossible if there is no good communication by the employees, where communication *Interpersonal* It becomes a process of exchanging information, ideas, opinions and feelings for employees. Based on the description of the phenomena above, the researcher is interested in conducting a research with the title "The Influence of Occupational Safety and Health (K3), *Shift* Work and Communication *Interpersonal* on the Performance of Non-Medical Employees of Kardinah Hospital in Tegal City".

B. LITERATURE REVIEW

1. Performance

Performance according to Pandi Afandi (2018; 84), is the result that a person has achieved according to the measure applicable to the work in question. Performance is an expression of a person's potential in fulfilling their responsibilities by setting certain standards. Performance is the total collection of work that exists in the worker. Performance is the extent to which a person has played his or her part in implementing an organization's strategy, either in achieving specific goals related to individual roles and/or by demonstrating competencies that are declared relevant to the organization. Performance is a multi-dimensional concept that includes three aspects, namely attitude (*attitude*), ability (*Ability*), and achievements (*accomplishment)*.

The work results (processes) achieved by an employee in doing a job can be evaluated by the level of performance of their employees, so employee performance must be determined by achieving targets during the time period achieved by the organization. The quality of employee work directly affects the company's performance. In order to get optimal employee contributions, management must deeply understand strategies to manage, measure and improve performance(Afandi, 2018:84).

2. Occupational Safety and Health (K3)

Occupational safety and health (K3) according to Wilson Wake Up (2012:376), is a program implemented by an organization that aims to reduce or avoid the risk of occupational accidents (*zero accident*) and minimize unsafe behavior that causes work accidents.

According to Wilson Wake Up (2012:377), occupational safety and health is something that every member of the organization wants. Where occupational safety and

health maintain the safety and health of workers in carrying out their work, through efforts to regulate all forms of potential threats in the workplace area.

3. **Work Shifts**

According to Sugiono (2018:131)work *Shift* is a job that is scheduled outside normal hours (i.e. 09.00-17.00) where the work *Shift* It is carried out by providing continuous service or conducting production for 24 hours per day to maximize efficiency and productivity. *Shift* Work is a method of setting morning, noon and evening working hours that make employees feel successful in their work and allow working conditions to last longer than normal working hours. Based on this definition, the work of *Shift* Demonstrate a work system divided into three working hours, namely morning, afternoon and evening work, to maximize the company's efficiency and productivity for 24 hours.

4. Interpersonal *Communication*

According to Siti Rahmi (2021:7) Communication is an effort to convey messages, information, thoughts, ideas and opinions carried out by a person or group of other people. While interpersonal communication or communication *Interpersonal* It is a process that takes place between two or more people face-to-face where the sender can deliver the message directly and the recipient of the message can receive and respond directly. Communication *Interpersonal* as the delivery of a message by one with the recipient of the message by another person or a small group of people, with its various impacts and with the opportunity to provide feedback. Communication *Interpersonal* or interpersonal communication is communication between people face-to-face, which allows each participant to capture the reactions of others directly, both verbally and nonverbally. Communication *Interpersonal* It is the process of sending and receiving messages between two people or a small group that is direct by involving personal contact so that in-depth communication is created.

5. Hypothesis

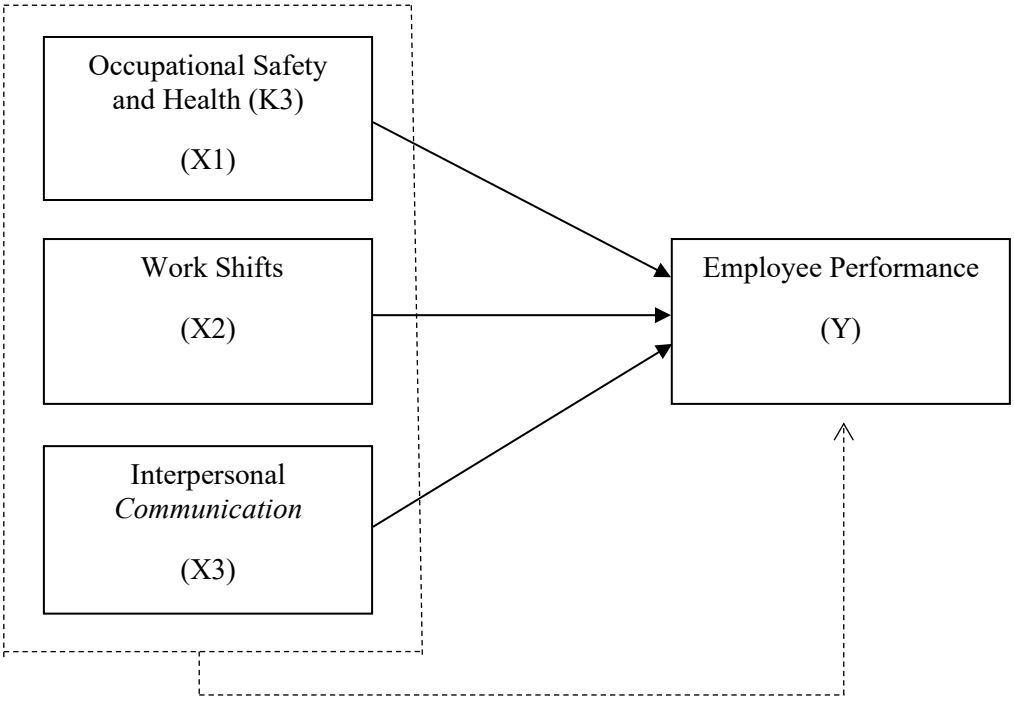

Figure 1.1 Thought Framework

The hypotheses in this study are:

H1 : It is suspected that there is an influence of occupational safety and health (K3) on the performance of non-medical employees of Kardinah Hospital, Tegal City.

H2 : It is suspected that there is an influence *Shift* work on the performance of non-medical employees of Kardinah Hospital, Tegal City.

H3 : It is suspected that there is an influence of communication *Interpersonal* on the performance of non-medical employees of Kardinah Hospital, Tegal City.

H4 : It is suspected that there is an influence on occupational safety and health (K3), *Shift* work, and communication *Interpersonal* simultaneously on the performance of non-medical employees of Kardinah Hospital in Tegal City.

C. RESEARCH METHODS

The sampling technique in this study uses the *Probability Sampling* with *proportionate stratified random sampling. Probability sampling* is a sampling technique that provides an equal opportunity for every element (member) of the population to be selected as a member of the sample. While *proportionate stratified random sampling* used because the population has non-homogeneous and proportionally stratified members/elements(Sugiyono, 2019:130)

In determining the number of samples, the researcher used the Slovin formula, which is applied as follows:

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

$$= \frac{223}{1 + 223(0{,}10)^2} = 69{,}9$$

Description : n = size or number of samples

N = Total population of 223 employees

D = error tolerance of 10%

So the number of samples used in this study is 69.9 which is rounded to 70 employees. Then the data obtained was processed with SPSS software version 25.

D. RESEARCH RESULTS AND DISCUSSION

Result

1. Validity and Reliability Test

This test is used to measure the effectiveness of the test as a research instrument. The test was conducted by 30 respondents with a significant gain of 5%. Dengain criterion value r calculate > r table. The following is the haisil of the vailiditais test:(Sugiyono, 2017)

Table 1Results of Employee Performance Validity Test

Variable	No. Item	r Calculate	r Table	Information
Employee Performance (Y)	Y.1	0,657	0,361	Valid
	Y.2	0,830	0,361	Valid
	Y.3	0,609	0,361	Valid
	Y.4	0,797	0,361	Valid
	Y.5	0,758	0,361	Valid
	Y.6	0,777	0,361	Valid
	Y.7	0,809	0,361	Valid
	Y.8	0,831	0,361	Valid
	Y.9	0,763	0,361	Valid
	Y.10	0,787	0,361	Valid

Source : SPSS data processing version 25, 2023

Thus, the 10 items of the statement are suitable to be used to collect data on the variable of Employee Performance.

Table 2Results of Occupational Safety and Health Validity Test

Variable	No. Item	r Calculate	r Table	Information
Occupational Safety and Health (X1)	X1.1	0,560	0,361	Valid
	X1.2	0,600	0,361	Valid
	X1.3	0,728	0,361	Valid
	X1.4	0,766	0,361	Valid
	X1.5	0,770	0,361	Valid
	X1.6	0,611	0,361	Valid
	X1.7	0,573	0,361	Valid
	X1.8	0,525	0,361	Valid
	X1.9	0,378	0,361	Valid
	X1.10	0,580	0,361	Valid

Source : SPSS data processing version 25, 2023

Based on the table above, the 10 items of the statement are suitable to be used to collect research data on occupational safety and health variables.

Table 3Results of *the Work* Shift Validity Test

Variable	No. Item	r Calculate	r Table	Information
Work Shift (X2)	X2.1	0,896	0,361	Valid
	X2.2	0,801	0,361	Valid
	X2.3	0,741	0,361	Valid
	X2.4	0,813	0,361	Valid
	X2.5	0,712	0,361	Valid
	X2.6	0,527	0,361	Valid
	X2.7	0,532	0,361	Valid
	X2.8	0,735	0,361	Valid
	X2.9	0,764	0,361	Valid
	X2.10	0,717	0,361	Valid

Source : SPSS data processing version 25, 2023

Based on the table above, the 10 items of the statement are suitable for collecting research data on work shift variables.

Table 4Results of the Interpersonal Communication Validity Test

Variable	No. Item	r Calculate	r Table	Information
Interpersonal *Communication* (X3)	X3.1	0,656	0,361	Valid
	X3.2	0,769	0,361	Valid
	X3.3	0,777	0,361	Valid
	X3.4	0,681	0,361	Valid
	X3.5	0,632	0,361	Valid
	X3.6	0,490	0,361	Valid
	X3.7	0,582	0,361	Valid
	X3.8	0,702	0,361	Valid
	X3.9	0,798	0,361	Valid
	X3.10	0,780	0,361	Valid

Source : SPSS data processing version 25, 2023

Based on the table above, the 10 items of the statement are suitable to be used to collect research data on *interpersonal communication* variables.

Table 5Reliability Test Results

Variable	Cronbach's Alpha	Information
Employee Performance (Y)	0,917	Reliable
Occupational Safety and Health (X1)	0,809	Reliable
Work Shift (X2)	0,899	Reliable
Interpersonal *Communication* (X3)	0,872	Reliable

Source : SPSS data processing version 25, 2023

Based on table 5, it is known that all the results of the variables of Occupational Safety and Health, Work Shift and *Interpersonal* Communication on Employee Performance have Cronbach's alpha of 0.917; 0.809; 0.899; 0.872 more than 0.6, so it can be concluded that all variables can be declared reliable.

2. Classical Assumption Test

Table 6Results of the normality test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parametersa,b	Mean	,0000000
	Std. Deviation	3,10362060
Most Extreme Differences	Absolute	,056
	Positive	,056
	Negative	-,047
Test Statistic		,056
Asymp. Sig. (2-tailed)		,200c,d

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source : SPSS data processing version 25, 2023

From the results of the normality test in table 6, it can be seen that the significant value of 0.200 is greater than the specified value of 5%. The results of the normality test with the Kolmogorov-Smirnov Test contained in the table obtained a statistical test value of 0.056 and Asymp. Sig. 0.200 > 0.05. So it can be concluded that the distribution of data is normal.

Table 7Multicollinearity Test Results

Coefficientsa

Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Occupational Safety and Health	,676	1,480
	Work Shifts	,664	1,507
	Interpersonal *Communication*	,967	1,034

a. Dependent Variable: Employee Performance
Source : SPSS data processing version 25, 2023

The results of the multicollinearity test as shown in the table produced a *tolerance* value greater than 0.1 and a VIF value less than 10. So it can be concluded that there is no multicollinearity problem.

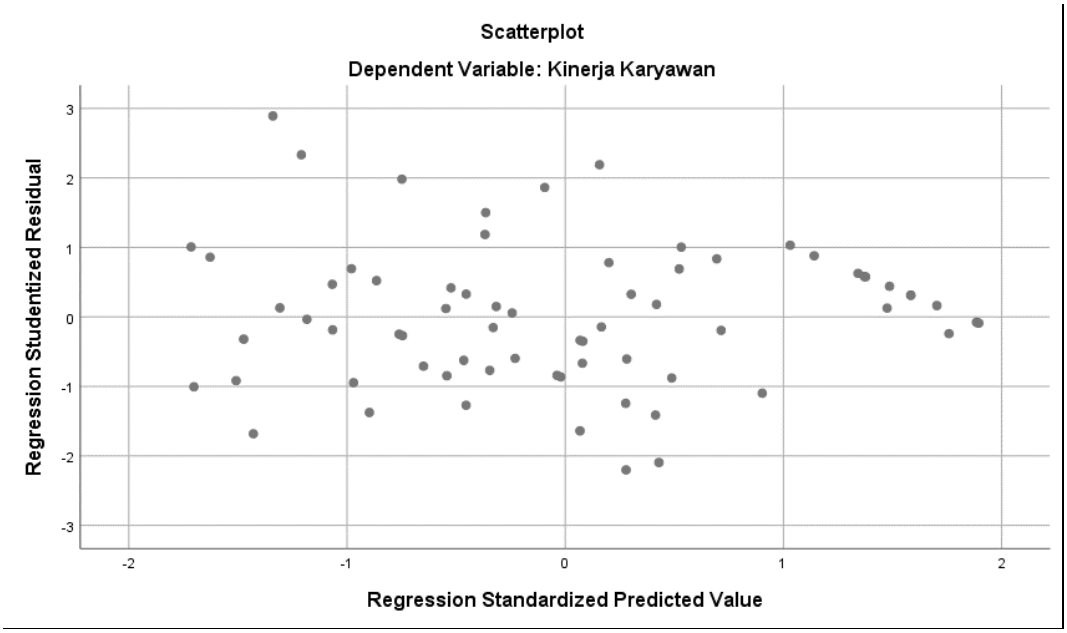

Figure 2Heteroscedasticity Test Results

From the results of the Heteroscedasticity Test in figure 2, it can be explained that there is no clear pattern and the dots spread above and below the number 0 on the Y axis.

3. Multiple Linear Regression Analysis

Table 8Results of Multiple Linear Regression Analysis

Coefficientsa

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,313	4,017		1,571	,121
	Occupational Safety and Health	,410	,098	,386	4,169	,000
	Work Shifts	,429	,080	,502	5,380	,000
	Interpersonal *Communication*	,012	,082	,012	,149	,882

a. Dependent Variable: Employee Performance

Source : SPSS data processing version 25, 2023

From the results of the multiple linear regression analysis shown in table 4.12, the regression equation can be made as follows:

$Y = 6.313 + 0.410X_1 + 0.429X_2 + 0.012X_3$

From the equation it can be explained as follows:

1) The value *of Constant* = 6.313, can be interpreted that the performance of the employee (Y) has a constant value of 6.313, before being affected by occupational safety and health (X_1), work shifts (X_2), and *interpersonal* communication (X_3).
2) The regression coefficient β1 obtains a positive coefficient value of 0.410, meaning that if occupational safety and health have an increase of one (1) level, then employee performance will increase by 0.410. This shows that occupational safety and health have a relationship in the same direction as the performance of non-medical employees of Kardinah Hospital in Tegal City.
3) The magnitude of the β2 regression coefficient obtains a positive coefficient value of 0.429, meaning that if the work shift has an increase of one (1) level, the employee's performance will increase by 0.429. This shows that work shifts have a relationship in the same direction as the performance of non-medical employees of Kardinah Hospital in Tegal City.
4) The magnitude of the regression coefficient β3 obtains a positive coefficient value of 0.012, meaning that if *interpersonal* communication has an increase of one (1) level, employee performance will increase by 0.012. This shows that *interpersonal communication* has a relationship in the same direction as the performance of non-medical employees of Kardinah Hospital in Tegal City.

4. Partial Regression Coefficient Test (t-Test)

1) The t-value of the occupational safety and health variable (X1) is 4.169 > 1.997 with a significance value of 0.000 < 0.05. So H_0 is rejected and H1 is accepted, meaning that there is a significant influence of occupational safety and health on performance.
2) The t-value of the work shift variable (X2) is 5.380 > 1.997 with a significance value of 0.000 < 0.05. So H_0 is rejected and H2 is accepted, meaning that there is a significant influence of work shifts on the performance of non-medical employees of Kardinah Hospital in Tegal City.
3) The t-value of the interpersonal communication variable (X3) was 0.149 < 1.997 with a significance value of 0.882 > 0.05. So H_0 is accepted and H3 is rejected, meaning that there is no significant influence of *Interpersonal* Communication on the Performance of Non-Medical Employees of Kardinah Hospital Tegal City.

5. Simultaneous Regression Coefficient Test (Test F)

Table 9Simultaneous Regression Coefficient Test (Test F)

ANOVAa

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1077,146	3	359,049	35,654	,000B
	Residual	664,640	66	10,070		
	Total	1741,786	69			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), *Interpersonal* Communication, Occupational Safety and Health, Work Shift

Source : SPSS data processing version 25, 2023

The F value is calculated as 35.654 > 2.746 with a significance value of 0.000 < 0.05. So together there is a significant influence of Occupational Safety and Health (X1), Work Shift (X2), and *Interpersonal Communication* (X3) on Employee Performance.

6. Coefficient of Determination test

Table 10 Coefficient of Determination

Model Summaryb

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,786a	,618	,601	3,173

a. Predictors: (Constant), *Interpersonal* Communication, Occupational Safety and Health, Work Shift

b. Dependent Variable: Employee Performance

Source : SPSS data processing version 25, 2023

It can be seen that the value *of Adjusted R Square* is 0.601, to see the amount in percentage based on the formula $Kd = r^2 \times 100\%$, then the value of the determination coefficient obtained is 0.601x100% = 60.1%. This means that 60.1% of the performance of non-medical employees of Kardinah Hospital in Tegal City is affected by independent variables (Occupational Safety and Health, Work Shift and *Interpersonal* Communication). Meanwhile, 39.9% were influenced by other factors.

Discussion

1. The results of this study show that the Occupational Safety and Health variables obtained a regression coefficient value of 4.169 > 1.997 (t table), with a significance value of 0.000 < 0.05. This means that the t-value indicates positively that the variable X1 has a relationship in the same direction as Y and the significance value is less than 0.05. So the Occupational Safety and Health variable has a positive and significant effect on Employee Performance.

2. Based on the results of the study, it was shown that the Work Shift variable obtained a regression coefficient value of 5.380 > 1.997 (t table), with a significance value of 0.000 < 0.05. This means that the value of t indicates positively that the variable X2 has a relationship in the same direction as Y and the significance value is less than 0.05. So the variable of work shifts has a positive and significant effect on Employee Performance.
3. Based on the results of the study, it was shown that the Interpersonal Communication variable obtained a regression coefficient value of 0.149 < 1.997 (t table), with a significance value of 0.882 > 0.05. This means that the value of t indicates positively that the variable X3 has a relationship in the same direction as Y, and the significance value is greater than 0.05. So the Interpersonal Communication variable does not have a significant effect on Employee Performance.
4. Based on the results of the simultaneous test, the F value was 35.654 > 2.746 (F table) with a significance value of 0.000 < 0.05. This means that Occupational Safety and Health, Work Shifts and *Interpersonal* Communication together have a significant influence on Performance.

E. CONCLUSIONS AND SUGGESTIONS

Conclusion

The conclusions based on the results of this study are as follows:

1. Occupational Safety and Health (K3) has a positive and significant effect on the performance of non-medical employees at Kardinah Hospital in Tegal City.
2. Work Shift has a positive and significant effect on the performance of non-Medical Employees of Kardinah Hospital in Tegal City.
3. Interpersonal *communication* has no effect on the performance of non-medical employees of Kardinah Hospital in Tegal City.
4. Occupational Safety and Health, Work Shifts and *Interpersonal* Communication together affect the Performance of Non-Medical Employees of Kardinah Hospital Tegal City.

Suggestion

Based on the results of the research, suggestions that are expected to be useful are proposed, including:

1. For Kardinah Hospital Kota Tegal, it is hoped that the implementation of the occupational safety and health program at Kardinah Hospital Tegal City can be maximized as an application of science and the results of training to reduce the risk of

accidents in workers, Kardinah Hospital Tegal City can also pay more attention to the division of employee working hours, because with an effective division of work shifts, it is hoped that employee performance will be maximized and avoid all risks of fatigue due to work.

2. This study only analyzes the performance of non-medical employees of Kardinah Hospital in Tegal City so that the results cannot be generalized widely, therefore for the next researcher it is recommended to use other research objects or locations as a comparison.

Bibliography

Afandi, P. (2018). *HUMAN RESOURCE MANAGEMENT (Theory, Concept and Indicators).* ZANAFA PUBLISHING.

Agnes Filindawati Winarno, T. A. (2019). *The Effect of Occupational Safety and Health, Work Environment, Work Morale and Work Stress on Employee Performance of PT. Maspion i in the Maxim Division, Spray Coating Department of Sidoarjo*. *4*, 79–104. https://jurnal.untag-sby.ac.id/index.php/JEM17/article/view/3047

Arini, B. P. (2021). The Effect of Work Shifts and Workload on Nurses' Performance at Moslem Baby Day Care in Timoho Yogyakarta (Study on Moslem Baby Day Care). *Akmenika Journal*, *18*(1), 485–491. https://garuda.kemdikbud.go.id/documents/detail/2210223

Bangun, W. (2012). *HUMAN RESOURCE MANAGEMENT*. Erlangga Publisher.

Bhastary, M. D., & Suwardi, K. (2018). Analysis of the Influence of Occupational Safety and Health (K3) and Work Environment on Employee Performance at Pt.Samudera Perdana. *Journal of Management and Finance*, *7*(1), 47–60. https://doi.org/10.33059/jmk.v7i1.753

Ghozali, I. (2018). *Multivariate Analysis Application with IBM SPSS Program*. Diponegoro University Publishing Board.

Lamirin. (2020). The Influence of *Interpersonal Communication* and Emotional Intelligence on the Performance of the Management of Dharmakirti Temple in Palembang City. *Journal of Buddhist Education and Contemporary Social Issues*, *2*. https://bodhidharma.e-journal.id/JS/article/view/15/13

Oktasari, W., Firmansyah, G., Sudarmono, S., & Rahman, E. (2022). *The effect of work shifts on the performance of non-medical employees through workload as an intervening variable at Sobirin Hospital, Musi Rawas Regency*. 1039–1045. https://semnas.univbinainsan.ac.id/index.php/escaf/article/view/289/159

Parashakti, R. D., & Putriawati. (2020). The Effect of Occupational Safety and Health (K3), Work Environment and Workload on Employee Performance. *Journal of Applied Management Sciences*, *1*(3), 290–304. https://doi.org/10.31933/jimt.v1i3.113

Prakoso, C. D. (2020). *The Effect of Interpersonal Communication of Travel Employees on the Performance of Zena Travelindo Malang Employees*. *21*(1), 1–9. http://journal.um-surabaya.ac.id/index.php/JKM/article/view/2203

Rahmi, S. (2021). *Interpersonal Communication and its Relationship with Counseling*. SYIAH KUALA UNIVERSITY PRESS.

Ramanta, A., Husniati, R., & Fadlillah, A. M. (2021). *The Effect of Work Shifts and Work Stress on the Performance of Employees of the Linehaul & Shuttle Warehouse Division of Lazada Cimanggis*. *3*(March), 1–19. https://inkubis.polteksci.ac.id/index.php/ink/article/view/30/154

Ritonga, B. (2020). The Influence of Interpersonal Communication, Leadership Style, and Organizational Culture on Teacher Performance in the MAN 2 Model. *Journal of Physics A: Mathematical and Theoretical*, *6*(8). http://journal.umsu.ac.id/index.php/edutech/article/view/4930

Sugiono, Putro, W. wijayanto, & Sylvie Indah kartika Sari. (2018). *ERGONOMICS FOR BEGINNERS (Basic Principles and Applications).* Universitas Brawijaya Press.

Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. ALFABETA.

Suliyanto. (2018). *Business Research Methods (for thesis, thesis, and dissertation).* Publisher ANDI OFFSET.

Wibowo, P., & Widiyanto, G. (2019). *The Influence of Occupational Safety and Health and Work Environment on the Performance of Production Employees at Tom's Silver Yogyakarta Company*. *2*, 142–156. https://jurnal.ubd.ac.id/index.php/PE/article/view/170