

THE EFFECT OF K3 ON EMPLOYEE PRODUCTIVITY THROUGH COMPANY COMMITMENT AND CULTURE: SYSTEMATIC LITERATURE REVIEW (SLR) WITH BIBLIOMETRICS

Farika Nursasi^{1*}, Budi Eko Soetjipto², Madziatul Churiyah³

^{1,2,3}Master of Management, Faculty of Economics and Business, Universitas Negeri Malang, Malang, Indonesia

E-mail: ^{1*}farika.nursasi.2504138@students.um.ac.id, ²budi.eko.fe@um.ac.id,

³madziatul.churiyah.fe@um.ac.id

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Abstract

This study aims to systematically analyze the influence of Occupational Safety and Health (K3) on employee productivity through organizational commitment and company culture using the Systematic Literature Review (SLR) approach. K3 has a strategic role in creating a safe and healthy work environment, which not only contributes to reducing the number of occupational accidents and occupational diseases but also has implications for improving employee performance and productivity. However, the relationship between K3 and productivity is not always direct, but rather influenced by psychological and organizational factors, especially organizational commitment and company culture. This study uses the SLR method with PRISMA steps. Articles filtered from the Scopus journal database with the topic The study process is carried out systematically through the stages of identification, screening, feasibility assessment, and determination of final articles in accordance with the inclusion and exclusion criteria that have been set. The results of the study show that the effective implementation of K3 has a positive effect on employee productivity both directly and indirectly. Organizational commitment acts as a mediator that strengthens these relationships through increased employee loyalty, attachment, and responsibility, while a company culture that supports safety values strengthens collective norms and performance orientation in Indonesia, published between 2021 and 2026 in a total of 5,863 articles. After elimination according to the criteria, only 41 articles were considered and extracted. These findings confirm that K3 is not only seen as a regulatory obligation but also as a strategic instrument in human resource management to improve the sustainability and competitiveness of the organization. Theoretically, this study integrates the concepts of K3, organizational commitment, company culture, and productivity in a comprehensive conceptual framework, and practically provides managerial implications in strengthening performance based on work safety.

Keywords: Occupational Safety and Health, Employee Productivity, Organizational Commitment, Company Culture.

1. INTRODUCTION

The needs of organizations in facing employee productivity challenges are influenced by various internal factors, one of which is Occupational Safety and Health (K3). The implementation of K3 is not only important to prevent accidents and health problems, but also contributes to increased work productivity through the creation of a safe, comfortable, and supportive work environment for employees' well-being. Recent research shows that effective K3 management practices are significantly correlated with increased employee productivity in various industrial sectors, where increased safety training and risk communication are influential strategies in increasing employee productivity (Surbakti & Arifin, 2025). In addition, another study found that the consistent implementation of the K3 program can increase work productivity with a positive influence on employee welfare in energy sector companies (Edwar et al., 2025).

However, the relationship between K3 and productivity is not always direct, as psychological and behavioral factors of employees play an important role as mediators in the relationship. The organizational commitment variable is one of the important elements that strengthen the effect of K3 on productivity. Organizational commitment reflects the level of psychological attachment of employees to the organization's goals and values, which in turn drives higher job loyalty, engagement, and contribution. Research in Indonesia shows that organizational commitment affects employee work productivity, either directly or through other variables such as organizational culture, which strengthens individual performance (Sudrajat et al., 2023). Even in the context of the K3 literature, integrated research found that K3 implementation that is connected to the company culture and commitment of all parties tends to result in higher productivity, which shows the importance of the organization's overall involvement in the implementation of K3 programs (Nelfita et al., 2024).

Company culture, as a set of values, norms, and practices that are formed together by all members of the organization, is also an important factor in creating a work environment that supports productivity. A strong organizational culture not only influences work behavior but also facilitates the acceptance and implementation of K3 in daily practice. Empirical studies in various organizations in Indonesia show that organizational culture has a significant effect on employee productivity, although the direction of influence can differ depending on the context and characteristics of the company (Sudrajat et al., 2023). In addition, other literature also emphasizes that K3 culture, as part of organizational culture, can influence productivity through the formation of shared values related to work safety, which ultimately fosters more productive and safe work behaviors (Siregar et al., 2025).

A number of studies have also shown a strong link between elements of organizational culture and organizational commitment variables in the context of employee performance. Commitments built from an organizational culture that supports positive working relationships can strengthen employee attachment to the company, thereby

Bibliometric visualization using VOSviewer reveals the formation of three main clusters, representing the primary focus of the research study. The red cluster was dominated by keywords such as engagement, human resource, SEM, survey, and structural equation modeling, which indicates that research uses a lot of SEM-based quantitative approaches to analyze the relationships between variables in the context of human resource management. The green cluster centers on organizational culture, job satisfaction, turnover intention, and factors, which show a focus on aspects of organizational behavior and its implications on employee attitudes and retention. Meanwhile, the blue cluster includes implementation, effectiveness, employee performance, and transformational leadership, which emphasizes policy implementation and the influence of leadership on employee performance.

The interconnectedness between clusters is quite strong, especially in the keywords organization and culture, which act as a conceptual link between managerial aspects and individual behavior. This shows that research in this field is integrative, linking the implementation of organizational policies to performance outcomes through mediating variables such as culture, job satisfaction, and engagement. Overall, this map indicates that research trends are moving toward a comprehensive structural relationship model to explain improved performance and productivity in an organizational context.

Based on these conditions, this research is important to provide a comprehensive overview of how K3 affects employee productivity through the role of organizational commitment and company culture, which is expected to make a theoretical and practical contribution to the development of effective human resource management and organizational strategies in the ever-evolving industrial era.

2. RESEARCH METHOD

The Systematic Literature Review (SLR) method was used in this study because this study aims to synthesize the existing literature to answer research questions related to workload, work environment, employee retention intention, and job satisfaction. Kraus et al. (2020) state that SLR is a form of research by synthesizing existing or published research with a systematic methodology. The systematic method is carried out based on several stages, namely by conducting a comprehensive search for published articles, then selecting, and analyzing relevant studies. These stages follow the set guidelines. PRISMA Usage (Preferred Reporting Items for Systematic Review and Meta-Analysis) is used to identify existing literature. The stages of PRISMA set in this study are "Identification", "Screening" and "Included".

1. PRISMA Guidelines Steps

a. Identification

The identification stage includes determining search terms, search criteria, databases, and data extraction methods. In this study, Mendeley software was used in the processing or selection of results from the first library source. Search for articles or journals with Scopus library sources. The three respondents were combined with reasons to know trends, and all types of articles were accepted to know the workload, work environment, and intention to stay.

Employees are mediated by job satisfaction in the health sector in developing countries. The keywords included in each journal database are ALL ((occupational AND health AND safety) (organizational AND commitment) (corporate AND culture)) AND PUBYEAR > 2020 AND PUBYEAR < 2027 AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (OA , "all")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (AFFILCOUNTRY , "Indonesia")).

b. Screening

In this step, screening, retrieving, and assessing the feasibility of each article is carried out. Non-compliant articles will be eliminated, while compliant articles will be analyzed in accordance with Table 1.

Table 1. Article Screening Criteria

Inclusion Criteria	Research results in the occupational AND health AND safety sector. Research results in the organizational AND commitment and corporate AND culture sectors. Article research locations in Indonesia The year of publication of the article/journal is 2021 – 2026.
Exclusion Criteria	Conceptual article or review/ <i>literature review</i> Articles that are not accessible and accessible.

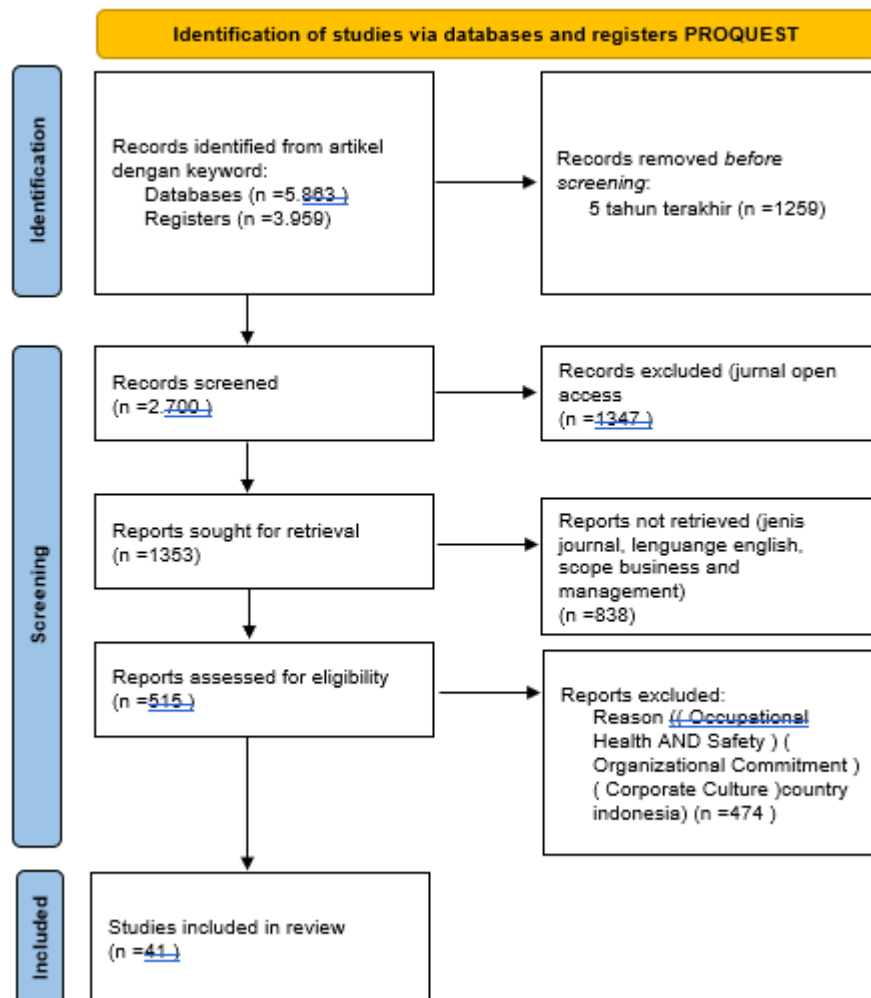
These criteria were selected according to the topic of discussion, namely, workload, work environment, employee retention intention, and job satisfaction in the health sector. The next criterion is that the location of the research in developing countries is the latest in this article, and the last is the last 5 years of publication, because it can be said to use an article that is *up to date*.

c. Included

The next step is inclusion. Article entry is done manually. The researcher selects articles that are filtered by keywords. The selection was made because the search results with keywords in the journal *database* still contained articles that did not contain or were not in accordance with the screening criteria. Priyashantha et al. (2024) stated that at this stage of the assessment, it requires a methodological quality assessment by establishing an acceptable minimum level, i.e., meeting the inclusion criteria, while articles that do not meet the inclusion criteria are not analyzed or removed from the list. At the identification stage through the PROQUEST database, a total of 8,833 articles were found, consisting of 5,883 articles from the database and 3,959 from registers. Furthermore, articles were deleted before the screening process, with the criterion of the last five years, so that as many as 1,259 articles were eliminated at the initial stage. After this process, as many as 2,700 articles entered the screening stage (records screened). At this stage, 1,347 articles were issued because they were included in the open-access journal category that did not match the selection criteria set by the researchers.

The next stage was the search for reports sought for retrieval, which resulted in 1,353 articles. However, as many as 838 reports could not proceed to the next stage because they did not meet the inclusion criteria, such as the type of journal, the use of English, and suitability with the scope of business and management. Of the articles that were successfully obtained, as many as 515 articles entered the feasibility assessment stage (reports assessed for eligibility). At this stage, a substance evaluation was carried out based on the suitability of the research variables, namely Occupational Safety and Health (K3), organizational commitment, company culture, and the Indonesian context. As a result, a total of 474 articles were excluded because they were not relevant to the focus of the variables studied.

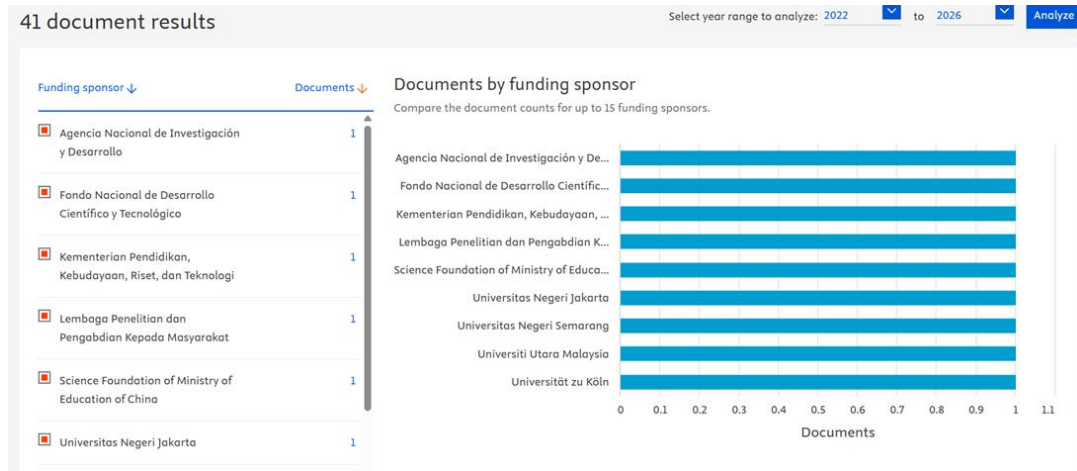
Finally, a total of 41 articles were declared to meet all inclusion criteria and were included in a systematic review. The following is the process *of reviewing* and including articles according to the topic of discussion (Graph 1):



2. Article Bias Risk Assessment

Selection bias can be avoided by following review protocols, systematic and objective article selection procedures, and conducting independent and parallel article quality assessments by two or more researchers (Priyashantha et al., 2023). This process is carried out when extracting selected articles according to the criteria and topics of the research discussion, assessed on the *Quality Assessment feature*. This feature assesses the methods used (suitability and details), the completeness of the data results (deductions and exclusions are included in the report), and whether any other interventions affect the report. *Quality Assessment* is rated high, medium, and low. Twenty-three (23) articles that were screened after being manually identified had a high *Quality Assessment*, that is, articles came from reputable journals, so the articles can be ensured to have good quality and the findings can be accounted for (Graph 2, Graph 3, and Graph 4).

Graph 2. Quality Assessment of Journals Included in SLR



Graph 3. Journal Subjects Included in the SLR

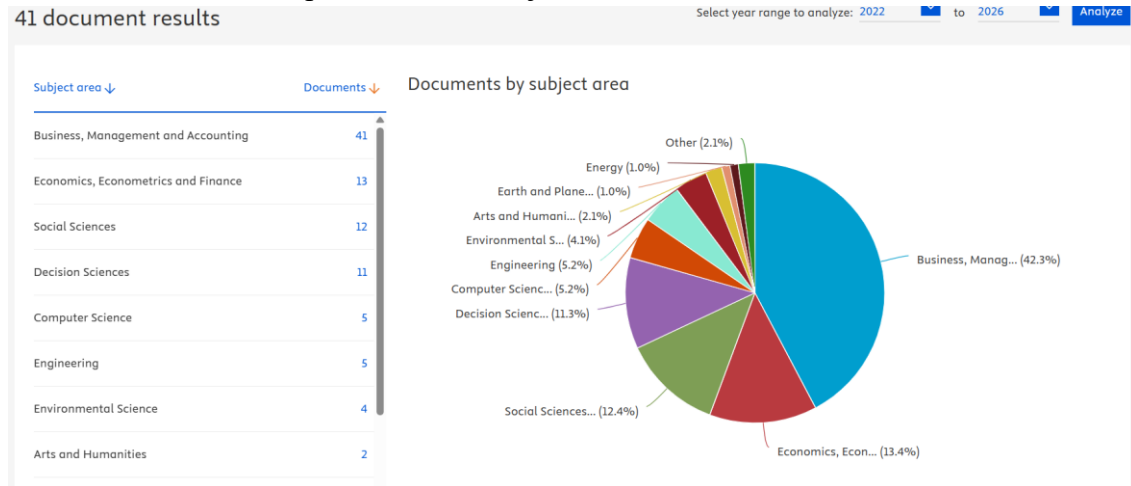
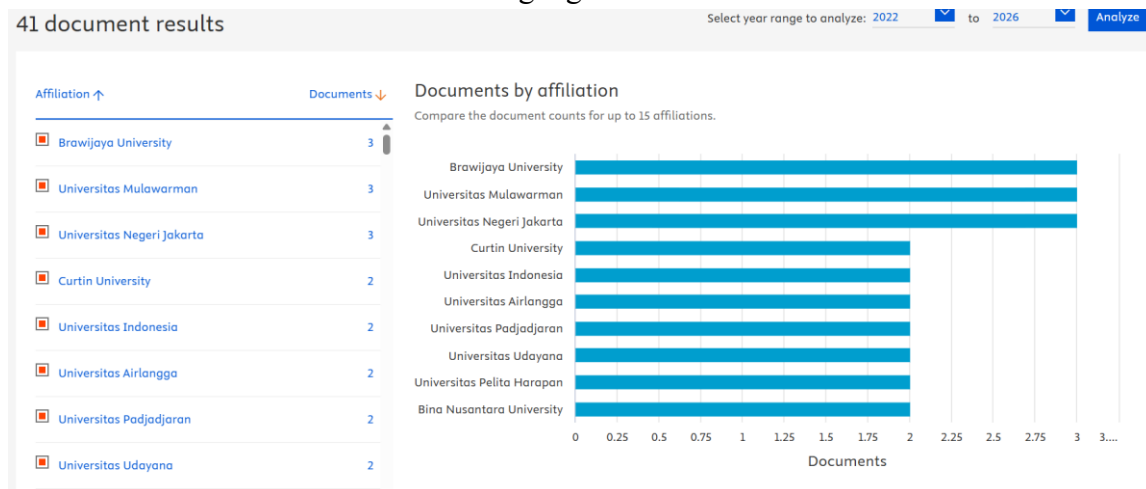


Chart 4. Journal Publishing Agencies Included in the SLR



Here are the details of the articles included in this SLR:

Table 1. Details of Filtered Articles

No.	Author	Research Objectives	Research Results	Research Location
1	Kanwal, F., Putri, N., Jordan, S.L., et al.	Develop a bifurcated framework for quiet quitting (passive and deliberate) in HR management.	Identify two types of quiet quitting with employee retention implications.	Global/Indonesia
2	Muttaqin, M.L., Sunaryo, S.	Investigating the interaction between the meaning of work, job pride, and performance on turnover intention in millennial bankers.	The meaning of work and job pride affect turnover through performance.	Central Java, Indonesia
3	Lestariningsih, M., Suhermin, S., Kusuma, E.A.	Testing the role of transformational leadership and motivation in improving employee performance.	Leadership and motivation increase meaningful performance.	Indonesia
4	Sihombing, I.H.H., Lemy, D.M., Pramono, R.	Analyze the role of culture in building trust and loyalty in hotels during COVID-19.	Culture strengthens trust and loyalty post-pandemic.	Bali, Indonesia
5	Ladjiru, E.F., Rianse, U., Nurwati, Mahrani, S.W.	Examining the impact of job satisfaction on physician retention in public hospitals.	Job satisfaction has a positive effect on doctor retention.	Kendari City, Indonesia
6	Rony, Z.T., Lubis, F.M., Rosalina, R.	Identify strategic talent management challenges in media organizations.	Post-positivist findings on the challenges of talent in the media.	Indonesia
7	Fin, H., Harito, C.	Testing performance factors in the shipping industry.	Empirical factors affect shipping performance.	Indonesia

8	Arsawan, I.W.E., Kazancoglu, Y., et al.	Understand environmental performance through green HRM and innovation in hospitality.	Green HRM and strategy to improve environmental performance.	Indonesia
9	Dara, D., Saparuddin	Exploring work satisfaction and innovation in young lecturers post-pandemic.	Satisfaction encourages innovation in young lecturers.	Indonesia
10	Waspodo, L., Chariri, A., Hadiprajitno, P.T.B.	Analyze the relationship between organizational justice, authentic leadership, and whistleblowing intention.	Authentic leadership mediates justice and commitment.	Indonesia
11	Shanti, I., Noermijati, N., Rofiaty, R., Sunaryo, S.	Testing the influence of organizational culture, transformational leadership, and emotional intelligence on change readiness.	Third, factors increase the readiness for change.	Indonesia
12	Lesmana, R.J., Setyadi, D., Mintarti, S., et al.	Analyze the impact of culture and leadership on job stress/burnout in oil palm plantations.	Culture and leadership reduce stress with moderator trust.	Paser Regency, Indonesia
13	Marina, Riana, I.G., Piartini, N.P.S., Surya, I.B.K.	Exploring the relationship between organizational climate, justice perception, and work engagement.	Climate and justice affect engagement.	Indonesia
14	Zhang, Y., Liu, Y., Triwannakij, S., et al.	Researching the practice of TQM in Chinese public hospitals during COVID-19.	TQM is effective in pandemic strategies.	China
15	Ariani, M., Tamara, D., Malik, A.R., Darma, D.C.	Testing the role of job satisfaction in training, rewards, and	Satisfaction mediates training and	Indonesia

16	Sari, S.Y., Yenni, Z., Aima, M.H.	employee productivity. Determine the factors of turnover intention: satisfaction, retention, work- family conflict, and commitment.	rewards on productivity. These factors predict turnover.	Indonesia
17	Artono, Setiawan, M., Surachman, Prabandari, S.P.	Testing millennial market orientation on the business performance of herbal MSMEs.	Orientation improves performance with regulatory moderators.	Indonesia
18	Wojtczuk-Turek, A., Turek, D., Edgar, F., et al.	Researching sustainable HRM and job satisfaction through organizational identification in 54 countries.	Organizational identification mediates HRM and satisfaction.	54 countries (global)
19	Sulistiasih, S., Widodo, W., Onaning, K.	Modeling transformational leadership in OCB via talent management.	Leadership influences OCB through mediators.	Indonesia
20	Winarno, A., Silvianita, A.	Analyze socially responsible HRM on performance through subjective well-being.	Well-being mediates HRM and performance.	Indonesia
21	Nguyen, K.-L., Moslehpour, M., Aminah, H., Sulistiawan, J.	Testing HR practices and support on retail engagement via job enrichment.	Enrichment mediates practices and engagement.	Vietnam
22	Amin, A.M., Raharja, S.J., Tahir, R., Muhyi, H.A.	Examine the impact of organizational learning change on performance.	Learning change improves performance.	Indonesia
23	Masudin, I., Tsamarah, N., Restuputri, D.P., et al.	Analyze the safety climate on human- technology interaction in oil & gas.	Safety climate supports sustainability.	Indonesia (oil & gas)

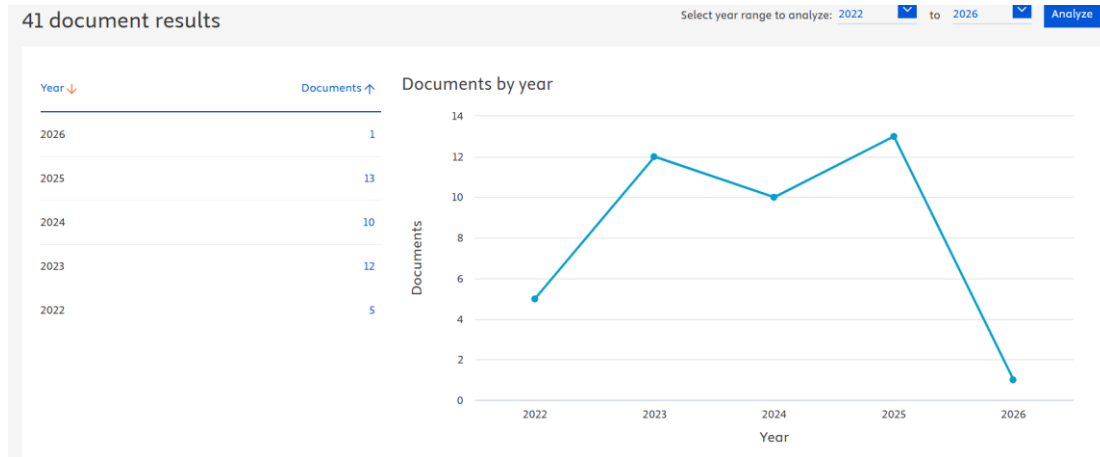
24	Sofiyan, Syaifuddin, F., Martin, Lubis, F.R.A., Fate	Identify drivers of turnover and poaching in private lecturers.	Vulnerability factors affect turnover.	Private universities in Indonesia
25	Sahetapy, P., Laurens, S.	Testing the effectiveness of Pela Gandong-based leadership in population offices.	Local leadership is effective in administration.	Ambon City, Indonesia
26	Abdurachman, D., Ramdhan, R.M., Karsoma, A., et al.	Developing a micro foundation CSR for high employee performance.	CSR improves performance in developing countries.	Indonesia
27	Aqil, M., Tjahjono, H.K., Muafi, Prajogo, W.	Analyze psychological contract breach on counterproductive behavior.	Trust and engagement mediate breaches.	Indonesian civil servants
28	Sasmito, T., Nugroho, M., Shihab Ridwan, M.	Testing organizational capability, networking, and CSR on performance.	Organizational capabilities drive performance.	Indonesia
29	Sari, M., Dahrani, Sagala, N.A.	Determining the performance factors of public hospitals, moderated by culture.	Culture moderates performance factors.	Indonesian public hospitals
30	Amin, A.M., Raharja, S.J., Tahir, R., Muhyi, H.A.	Analyzing organizational capabilities on corporate performance in the era of big data.	Capabilities improve performance.	Indonesia
31	Indrayani, I.G.A.P.W., Supartha, I.W.G., et al.	A systematic approach to resourceful work engagement in millennials.	Personal resources increase engagement.	Indonesia
32	Santoso, B., Wibowo, A., Effendi, M.S., et al.	Testing the organizational climate as a moderator of compensation on turnover.	Climate moderates compensation-turnover.	Indonesian Islamic Banks

33	Artiningsih, D.W., Putra, D.S., Zainul, M., Ibrahim, A.H.H.	Analyze job embeddedness and work engagement in staff turnover.	Embeddedness and engagement reduce turnover.	Indonesia
34	Idris, A., Sanjaya, A., Arhas, S.H., Suprianto	Analyze the performance of socio-economic census volunteers.	Government factors affect the performance of volunteers.	Indonesia
35	Suhandiah, S., Suhariadi, F., Yulianti, P., Abbas, A.	Testing autonomy and feedback on innovative behavior via resilience.	Resilience mediates autonomy-feedback.	Bank Islam Indonesia
36	Wibisono, G., Setiawan, Y., Aprianda, B., Cendana, W.	Understand gamification in work engagement via need satisfaction.	Gamification increases engagement.	Indonesia
37	Suharto, S., Sigalingging, M., Ngaliman, N., Nasikah, D.	Testing organizational justice engagement on altruism.	Justice influences altruism via engagement.	Indonesia
38	Mahmoud, M.A., Ahmad, S., Poespowidjojo, D.A.L.	Validation of psychological safety, empowerment, and intrapreneurial behavior instruments.	Instruments are valid for measurement.	Indonesia/Malaysia
39	Garad, A., Haryono, S., Yaya, R., Pratolo, S., Rahmawati, A.	Analyze transformational leadership on employee performance and efficiency.	Leadership improves performance and efficiency.	Indonesia
40	Kustiawan, U., Marpaung, P., Lestari, U.D., Andiyana, E.	Testing affective commitment, satisfaction, engagement, and job happiness.	Affective factors increase happiness and performance.	Indonesian manufacturing companies
41	Yanto, H., Kiswanto, Baroroh, N., Hajawiyah, A., Rahim, N.M.	Analyze entrepreneurial skills, financial/digital literacy in MSME COVID-19.	Literacy supports the resilience of MSMEs.	Indonesia

Based on the results of the analysis, it is known that there are 41 articles included. Then, when the distribution is carried out based on the year of publication of the article, it is known that in 2023, there will be a lot of articles related to the topic

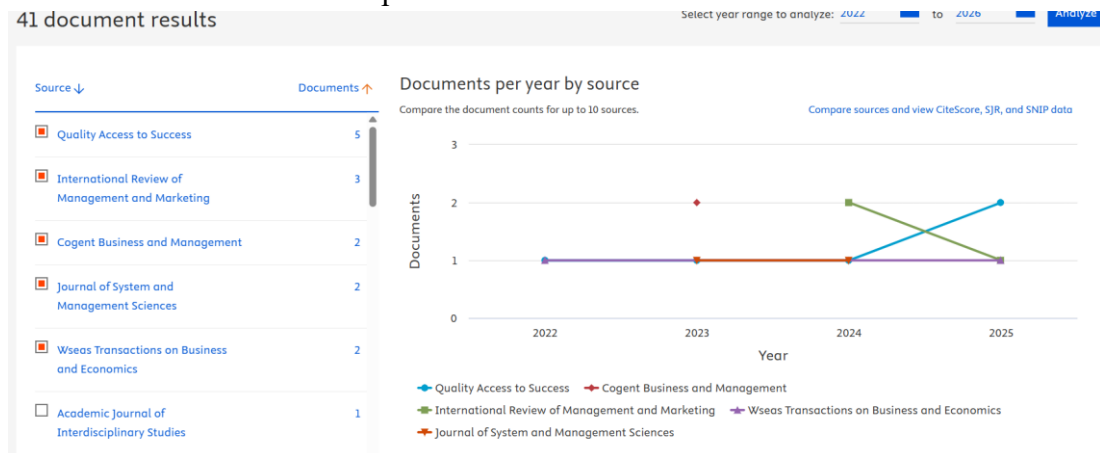
This research consists of 13 articles. This can be seen in Graph 5 with the following details:

Chart 5. Distribution of Included Articles by Year



Based on the results of 41 documents for the 2022–2026 period, publications are spread across several management and business journals without a single dominance. Quality Access to Success was the source with the highest number of articles, followed by the International Review of Management and Marketing, while other journals contributed a smaller number. The annual trend shows an increase in publications in 2023–2025, despite fluctuations between sources. This shows that topics related to K3, organizational commitment, company culture, and employee productivity are evolving, relevant, and still wide open for further research. (Graph 6).

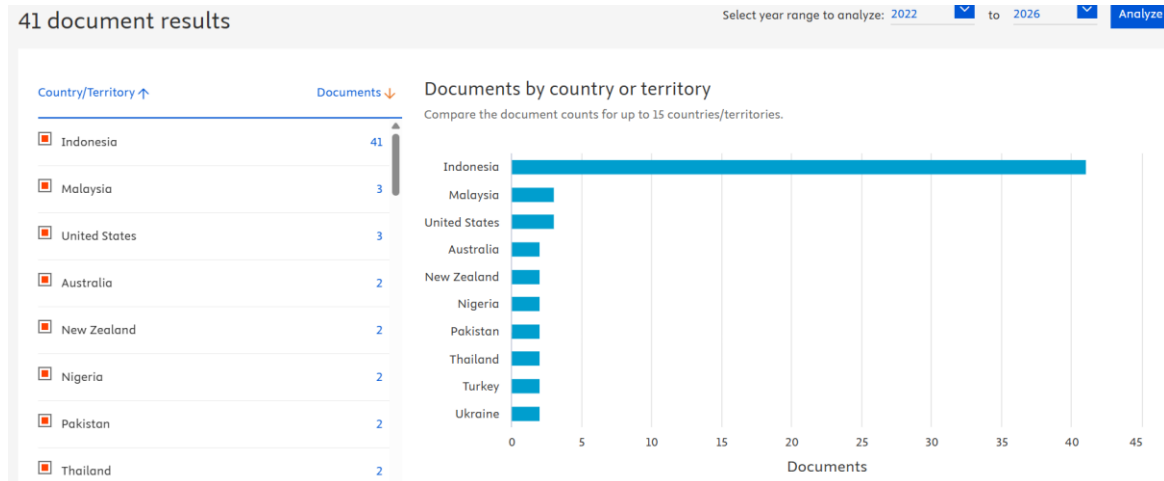
Graph 6. Most source distributions



Based on the distribution of 41 documents by country for the 2022–2026 period, Indonesia dominates significantly with a total of 41 publications, far surpassing other countries. Malaysia and the United States each contributed 3 documents, while Australia, New Zealand, Nigeria, Pakistan, Thailand, Turkey, and Ukraine contributed smaller amounts (about 2 documents). These findings show that research related to the K3 variables, organizational commitment, company culture, and employee

productivity in this dataset is highly concentrated in Indonesia. Academically, this indicates the close attention of Indonesian researchers to the issue of human resource management and organizational performance in recent years. (Graph 7).

Chart 7. Country distribution



3. RESULTS AND DISCUSSION

3.1. The Effect of K3 on Employee Productivity at PT Ekamas Fortuna.

The K3 conceptually has a direct relationship with employee productivity because a safe and healthy work environment can minimize work accidents, absenteeism, and operational disruptions. The effective implementation of the K3 system improves work efficiency, output quality, and stability of the production process. From an operational management perspective, occupational safety functions as an enabler factor that maintains the continuity of individual and organizational performance. A number of empirical studies show that safety climate and occupational health practices are positively correlated with increased employee performance and productivity (Neal & Griffin, 2021; Mashi et al., 2022; Kundu & Lata, 2023; Gopinath et al., 2022; Ali et al., 2021). Thus, K3 is not only a regulatory obligation but also a strategic investment to increase the company's productivity.

3.2. The Influence of K3 on Employee Commitment at PT Ekamas Fortuna.

K3 plays a role in shaping employee commitment through the perceived organizational support mechanism. When companies show concern for worker safety and health, employees will respond by increasing emotional attachment and loyalty to the organization. Affective commitment develops because employees feel valued and protected. Research shows that strong occupational safety practices increase organizational commitment through increased trust and job satisfaction (Mearns & Yule, 2021; Lu et al., 2022; He et al., 2021; Kim & Park, 2023; Saleem et al., 2022). Therefore, a consistent

implementation of K3 can strengthen the commitment as a psychological asset of the organization.

3.3. The influence of K3 on Corporate Culture at PT Ekamas Fortuna.

K3 also contributes to the formation of corporate culture, especially safety culture. Safety culture thrives when safety values, norms, and practices are collectively internalized by the organization's members. Top management's commitment to safety, risk communication, and employee participation is a key factor in the formation of this culture. Studies show that the integration of the K3 system in organizational policies strengthens a disciplined and responsible work culture (Cooper, 2022; Zwetsloot et al., 2021; Silva et al., 2022; Nahrgang et al., 2021; Feng et al., 2023). Thus, K3 not only has an impact on the technical aspects of operations but also forms a value system that influences organizational behavior in an ongoing manner.

3.4. The Influence of Employee Commitment on Employee Productivity.

Employee commitment has a significant role in increasing productivity because employees who have high emotional attachment and loyalty tend to show work engagement, dedication, and extra effort in completing tasks. Affective commitment in particular has been shown to be a strong predictor of improving individual and team performance. The empirical literature shows that organizational commitment is positively correlated with employee performance and productivity outcomes (Meyer et al., 2022; Jang & Kandampully, 2022; Susanty et al., 2021; Ribeiro et al., 2022; Nazir & Islam, 2022). Thus, commitment becomes a key psychological variable that bridges the relationship between managerial practice and performance outcomes.

3.5. The Influence of Company Culture on Employee Productivity.

Company culture serves as a value system and norms that direct employee work behavior. A strong and adaptive culture creates alignment between individual goals and organizational goals, thereby driving work effectiveness and efficiency. A culture that emphasizes collaboration, discipline, and results-oriented has been proven to contribute to increased productivity. A number of studies show that organizational culture has a significant effect on employee performance through increased engagement and work coordination (Schein, 2021; O'Reilly et al., 2022; Taştan & Davoudi, 2021; Al-Sada et al., 2021; Nguyen et al., 2022). Therefore, the company's culture is a strategic foundation in achieving sustainable performance.

3.6. The Role of Employee Commitment Mediation in the Influence of K3 on Productivity.

In a theoretical framework, employee commitment can play a role as a mediating variable between K3 and productivity. The implementation of K3 increases a sense of security and job satisfaction, which in turn strengthens affective commitment to the organization. This commitment further encourages increased performance and productivity. This mediation mechanism is supported by research showing that the relationship between safety practices and performance outcomes is mediated by organizational commitment (Clarke, 2021; He et al., 2021; Lu et al., 2022; Kim & Park, 2023; Saleem et al., 2022). Thus, the influence of K3 on productivity is not only direct, but also through the internal psychological pathway of employees.

3.7. The Role of Corporate Culture Mediation in the Influence of K3 on Productivity.

Company culture also has the potential to be a mediator in the relationship between K3 and productivity. Consistent safety practices will form a strong safety culture, which in turn influences work behavior patterns and performance standards. When safety becomes a core value of the organization, employees will internalize discipline and responsibility as part of the work culture. Research shows that safety culture mediates the relationship between safety management and performance outcomes (Feng et al., 2023; Cooper, 2022; Zwetsloot et al., 2021; Nahrgang et al., 2021; Silva et al., 2022). Thus, the company culture strengthens and transforms the practice of K3 into sustainable performance excellence.

4. CONCLUSION

Based on the theoretical and conceptual studies that have been described, it can be concluded that Occupational Safety and Health (K3) has a strategic role in increasing employee productivity, both directly and indirectly. Effective implementation of K3 not only creates a safe and healthy work environment but also builds a perception of organizational support that strengthens employee commitment. High commitment encourages work engagement, loyalty, and optimal contribution to the achievement of the company's targets. In addition, K3 contributes to shaping the company's culture, particularly a safety culture that emphasizes discipline, compliance with procedures, and collective responsibility. A strong company culture that is aligned with safety values is able to create a work system that is conducive to performance improvement. Thus, the company's culture also strengthens the influence of K3 on productivity through the internalization of productive work values and norms. Overall, the relationship between K3 and employee productivity is multidimensional. Employee commitment and company culture serve as a mediation mechanism that makes it clear that the success of the implementation of K3 lies not only in the technical aspect but also in the psychological and cultural dimensions of the organization. Therefore, companies

need to view K3 as a strategic managerial instrument that is integrated with human resource management to achieve optimal organizational performance and sustainability.

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