

Research Article

How to improve Employee Performance: Organizational Commitment Role based on Psychological Wellbeing and Occupational Health and Safety

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Abstract: This study explores the interplay between psychological wellbeing, occupational health and safety (OHS), and employee performance within organizational settings. As modern workplaces evolve, the significance of psychological factors alongside traditional health and safety protocols becomes increasingly pertinent. This research employs a quantitative approach, integrating quantitative surveys through the questionnaire that is shared with 90 employees in the Animal Nutrition and Health industry. Partial least squares structural equation modelling (PLS-SEM) was used to test seven hypotheses. This study aims to assess how psychological wellbeing encompasses aspects such as stress management, job satisfaction, and work-life balance—interacts with established Occupational Health and Safety practices. Findings reveal that a robust framework prioritizing both psychological wellbeing and Occupational Health and Safety significantly enhances employee performance, fostering a more engaged and productive workforce. Moreover, the study identifies critical organizational strategies that link improved mental health initiatives and effective safety measures to higher levels of employee motivation, reduced absenteeism, and overall organizational success. Implications for management practices and future research directions highlight the necessity of an integrated approach to employee health and performance optimization, advocating for holistic models that address both psychological and physical wellbeing in the workplace. In addition, this study assessed the role of organizational commitment as mediation. Supported by some data that has been obtained, this research is expected to be theoretical and implicative both for literature review and the reference for decision-making in managerial in PT. Cargill Indonesia – as the object of the study.

Keywords: Employee Performance, Occupational Health and Safety, Organizational Commitment, Partial Least Squares Structural Equation Modeling (PLS-SEM), Psychological Wellbeing.

I. INTRODUCTION

Researching a company's psychological well-being and Occupational Health and Safety (OHS) is vital for enhancing employee performance and overall workplace culture. Understanding how mental health impacts productivity can facilitate the implementation of supportive measures, thereby reducing stress and preventing burnout. Organizations can intervene proactively by identifying potential issues early, reducing absenteeism and minimizing turnover costs. Moreover, prioritizing employee mental health increases organisational resilience and enhances the company's reputation, making it more attractive to potential talent seeking a positive workplace culture. Data-driven insights from this research can inform management decisions, leading to better resource allocation and successful outcomes. In light of the growing emphasis on mental health in the workplace, timely research helps companies stay competitive and aligned with current trends, contributing to long-term success. Companies also have a legal and ethical responsibility to ensure their employees' health and safety, making such research even more crucial. In addition, safety is a fundamental aspect of an organization's human resources. Applying occupational health and safety is a part of operational activity to enhance competitive efforts in the market and protect manpower from health and safety risks (Adilah and Firdaus, 2023).

This study chooses PT. Cargill Indonesia is the object of the research. This object is chosen because Cargill Group's working capital is decreasing this year. Based on Cargill's annual report in 2023, the working capital for Cargill revenue is decreasing from USD 170 billion to USD 160 billion [19]. When we compare it to another business that has similar characteristics, Cargill is a company that has various business units, such as Animal Nutrition and health, Cocoa and Chocolate, Starch and Sweeteners, Protein and Salt, Finance and Trading, and Agriculture. Thus, by identifying this, organizational performance relates to employee performance (Sofyanty and Setiawan, 2020).

Psychological wellbeing and occupational health relate to employee performance. Some previous studies show that both psychological wellbeing and occupational health have significant relationships with employee performance [2,7,10,20,62,67,76]. Furthermore, we also assess the relationship between organizational commitment and employee performance. To sum up, this



study will assess the role of organizational commitment as mediation to show the relationship between psychological wellbeing and employee performance and the relationship between occupational health and employee performance. The gap of this study analyzes a result that showed a not-significant relationship between psychological wellbeing and occupational health and safety to employee performance [10, 20, 26, 44, 48, 54,77].

The researcher will analyze the role of organizational commitment in mediating psychological wellbeing and occupational health and safety to employee performance. By addressing this topic, we can benefit from this research both from the knowledge perspective or literature and from practical implications for PT. Cargill Indonesia. From the knowledge perspective, the result of this research can contribute to literature enlargement, especially in human resource management, which relates to the role of organizational commitment in mediating psychological wellbeing and occupational health and safety to employee performance. Meanwhile, the benefit of practical implications for PT. Cargill Indonesia is can be a management reference in making decisions to improve employee performance in the business or organization, particularly when it comes to the result of employee performance review.

II. LITERATURE REVIEW

This study has two independent variables: psychological wellbeing and occupational health and safety. Ryff and Yuliani (2018) explained that psychological wellbeing is the term used to portray positive mental health. If the person has positive mental health, it means they are free from worry, easily achieve happiness, have positive relationships with others, have self-esteem, autonomy, and the ability to self-improve. Some factors that affect psychological wellbeing are gender, age, culture, and social and economic status (Ryff, as cited in Bangun, 2023). Occupational health and safety is the safety protection, both physical and mental, in the workplace (Bangun, 2012). Mangkunegara (2016) stated thatf occupational health and safetyindicators are workplace conditions, the air setting, the light setting, the use of work requirements, and employee physical condition.

As mentioned, the mediation variable in this study is an organizational commitment related to employee performance. Organizational commitment is the condition where the employee is engaged in the organization and is willing to stay with loyalty (Greenberg and Baron, 2010). Hermanto et al. (2024) also mentioned that organizational commitment is the relationship between employees and the organization. Suppose the employee has a strong commitment to the organization. In that case, it means that they have loyalty to the organization that can drive them to give maximal contributions to reach the organization's goal. Mayer and Allen, as cited in Maulidiyah et al. (2021), stated that the indicators of organizational commitment are affective, sustainable, and normative. The dependent variable is employee performance. Hosen et al. (2024) stated that employee performance is the action and attitude supporting the organization or company's goals. 3 factors affect employee performance, such as physical and environmental factors, social and behavioral factors, and economic factors Nayem and Udin, 2024). The indicators to count the employee performance are the quality, quantity of work, responsibility, collaboration and initiative. Hence, we hypothesized that:

H1: Psychological wellbeing is positively related to Employee Performance in PT. Cargill Indonesia.

H2: Occupational health and safety is positively related to Employee Performance in PT. Cargill Indonesia.

H3: Psychological wellbeing is positively related to Organizational Commitment in PT. Cargill Indonesia.

H4: Occupational health and safety is positively related to Organizational Commitment in PT. Cargill Indonesia.

H5: Organizational Commitment is positively related to Employee Performance in PT. Cargill Indonesia.

H6: Organizational Commitment will mediate the association between psychological wellbeing and Employee Performance in PT. Cargill Indonesia.

H7: Organizational Commitment will mediate the association between occupational health and safety and Employee Performance in PT. Cargill Indonesia.

The study's hypotheses centre on the fundamental ideas of organizational commitment, to prove empirical connections between employee performance in PT, occupational health and safety, psychological wellbeing, and organizational commitment. Cargill Indonesia. Specifically, the hypothesis suggests that good psychological wellbeing and occupational health and safety positively influence employee performance, while organizational commitment negatively affects employee performance. It is also anticipated that organizational commitment will operate as a mediator, directing the influence of occupational health and safety and psychological wellbeing on worker performance. The theory supports the increasing amount of data showing that occupational health and safety and psychological wellbeing are reliable indicators of worker performance.

III. DATA AND METHODOLOGY

A) Participants and Procedures

The study included 90 respondents (male: 56.7%; female: 43.3%) from PT. Cargill Indonesia employee. The balance composition number between male and female in PT. Cargill Indonesia shows that the job type is suitable for males and females not to be dominated by only certain genders. Therefore, the respondent in PT. Cargill Indonesia has various positions, such as operator/process technician, shift leader, staff, supervisor and manager. The data is obtained by sharing the questionnaire by mail or messages directly to the employee. The questionnaire consists of questions with 4 variables: about psychological wellbeing,

occupational health and safety, organizational commitment and employee performance. Data collection lasted two weeks in November 2024, and the survey took between 10-15 minutes to complete.

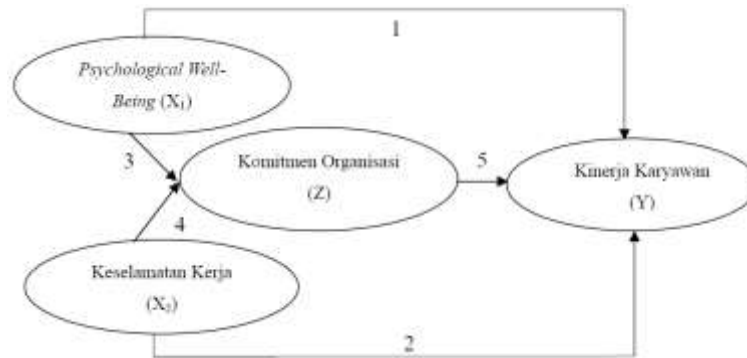


Fig. 1 Structural path model

Remark:

1. Alvi (2017); Sofyanty and Setiawan (2020); Amalia and Budiono (2021); Pratama and Endratno (2022); Pashiera and Budiono (2023)
2. Utami (2017); Saputra et al. (2023); Daffa and Adi (2022); Hardi and Jirwanto (2022); Adilah and Firdaus (2023)
3. Putri (2019); Permana (2020)
4. Tawiah and Mensah (2016)
5. Aulia (2021), Donkor *at al.* (2021), Harieroh and Nurpribadi (2023); Rizal et al. (2023); Surohmat and Istiyanin (2022)

B) Measures

a. Psychological Wellbeing and Occupational Health and Safety

Showing 26 items in the questionnaire, the highest item we can analyze from the respondent is the item PWB11 mentioned, “I am interested in developing my self-competences”. It means that most employee agrees or really agree to develop their self-competences to support their psychological wellbeing. From SEM-PLS calculations, the item for psychological wellbeing is reliable. The Composite Reliability value should be >0.70 , and the Cronbach’s Alpha value should be >0.60 (Hussein, 2015). Thus, this variable has a composite reliability of 0.915 and Cronbach’s Alpha of 0.902.

b. Occupational health and safety assessment

Showing 10 items in the questionnaire, the highest item that we can analyze from the respondent is the item OHS7, “I wear the safety equipment as the standard”. It means that the employee confirms from their end that they usually wear safety equipment as standard. The company, PT. Cargill Indonesia facilitates the safety equipment as standard in the workplace to protect the employee to work. This variable has a composite reliability of 0.931 and Cronbach’s Alpha of 0.913. So, we can conclude that this variable is reliable for measurement.

c. Organizational commitment

Showing 8 items in the questionnaire, the highest item that we can analyze from the respondent is the item OC2 “My company treats me well”. It means that most employee acknowledges that they receive good treatment in their workplace. Thus, the company is a good place to work for them. This assessment relates to how much organizational commitment is built on employees’ minds. In addition, to sharpen the measurement, organizational commitment has a composite reliability of 0.898 and Cronbach’s Alpha of 0.871. So, we can conclude that this variable is reliable.

d. Employee performance

Showing 10 items in the questionnaire, the highest item we can analyze from the respondent is the item EP15, “I always try to upgrade my new skill”. This means that most employees agree to improve their competencies by upgrading their new skills. Therefore, it shows that the employees in PT. Cargill Indonesia mostly has a high spirit in enhancing its self-development in this company. To sum up, this variable has a composite reliability of 0.933 and Cronbach’s Alpha 0.923, so we can conclude that this variable is reliable to measure on the next method.

Table 1: Item listings outer loadings for PWB, OHS, CO and EP.

Latent Construct	Outer Loading			
	PWB (X1)	OHS (X2)	OC (Z)	EP (Y)
X1.11	0.515			
X1.12	0.634			
X1.13	0.674			
X1.14	0.667			
X1.15	0.728			
X1.16	0.690			
X1.17	0.656			
X1.18	0.624			
X1.19	0.583			
X1.20	0.601			
X1.21	0.615			
X1.26	0.594			
X1.4	0.574			
X1.5	0.600			
X1.6	0.577			
X1.7	0.722			
X1.8	0.527			
X2.10		0.737		
X2.4		0.826		
X2.5		0.850		
X2.6		0.840		
X2.7		0.867		
X2.8		0.823		
X2.9		0.728		
Z.1			0.698	
Z.2			0.659	
Z.3			0.702	
Z.4			0.736	
Z.5			0.753	
Z.6			0.751	
Z.7			0.790	
Z.8			0.692	
Y.1				0.713
Y.10				0.758
Y.11				0.656
Y.12				0.571
Y.13				0.709
Y.14				0.777
Y.15				0.790
Y.2				0.745
Y.3				0.640
Y.4				0.712
Y.5				0.564
Y.6				0.691
Y.7				0.752
Y.8				0.656
Y.9				0.660

PWB, psychological wellbeing; EP, employee performance; OHS, occupational health and safety; OC, organizational commitment.

C) Analytical Procedures

After analyzing with a statistical description of each variable, the data collected is measured using the Structural Equation Modeling method, and the approach we use is Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. According to Hair *et al.* (2017), in the evaluation process of structural modelling, there are 2 steps: the Outer Model (the evaluation of the measurement model) and the Inner Model (the evaluation of the structural model). We break them down into a model of specification, assess the reliability of the indicators and their construct model, assess the path coefficient through bootstrapping, and evaluate the direct and indirect path, concluding with the mediation effect of organizational commitment.

a. Model specification

The exogenous constructs in the model were occupational health and safety and psychological wellness. Employee performance was seen as an endogenous latent variable, while organizational commitment served as the mediator. Every one of the four latent variables has been assessed quantitatively. Arrows point from the structures to the indicators since they are reflectively modelled.

b. Assessment of reliability of indicators and their constructs

Latent constructs in the path model were evaluated for internal consistency reliability. According to Hair et al. (2021), a composite reliability (CR) of ≥ 0.70 was deemed appropriate for every indication. Initial analysis found that some indicators (item PWB1, PWB2, PWB3, PWB9, PWB22, PWB23, PWB24, OHS1, OHS2, and OHS3) on psychological wellbeing and occupational health and safety had an outer loading < 0.70 . Hence, those items on the WHO-5 were removed from further analysis. The reliability for all the constructs was established (Composite reliability between 0.898 and 0.933).

c. Assessment of validity of constructs

Convergent and discriminant validity were assessed using average variance extracted (AVE) of ≥ 0.50 (Hair et al., 2021) and Kock (2020). Those 4 variables are reliable because Composite Reliability and Cronbach's Alpha value meet the standard.

d. Assessment of model fit, predictive ability and predictive relevance of the model

The path model fit was assessed using the Standardized Root Mean Square Residual (SRMR). The model fit is achieved with an SRMR value of 0.07, below the requirement of < 0.10 suggested by Hair et al. (2021). Additionally, the predicted significance of the inner model was evaluated using the modified R2 (R2adj). The combination of psychological wellbeing, occupational health and safety and organizational commitment explained 41% of the employee performance [R2 adj = 0.514]. The inner model's explanatory power is moderate (R2 between 0.3 and 0.7), in accordance with Hair et al.'s (2021) guideline. Lastly, the blindfolding strategy in the Smart PLS was used to evaluate the inner model's prediction capacity using Q2, with Q2 > 0 serving as the criteria (Hair et al., 2021). According to Hair et al. (2021), the study revealed that Q2 of the endogenous build, employee performance, was 0.71 higher than zero.

e. Evaluation of path coefficients

In the path model (Fig. 1), the effect of psychological wellbeing and occupational health and safety on employee performance was expected to be absorbed by their level of organizational commitment via evaluating both the direct (1 and 2) and the indirect paths (3 \rightarrow 5, and 4 \rightarrow 5) in the PLS model. The bootstrapping approach was then used to determine the significance of the path coefficient with and without the mediator (organizational commitment).

f. Evaluation of the mediation role of organizational commitment

The path coefficient was considered significant if the t-value was higher than 1.96 at the p-value of ≤ 0.05 (Hair et al., 2021). Meanwhile, direct paths need to be significant to establish the basis for assessing the mediator (organizational commitment), either partial or full mediation of the association between psychological wellbeing and occupational health and safety factors and employee performance. When the mediator (organizational commitment) is present in the path model, full mediation occurs when the direct path loses significance. If the path coefficients of the direct paths remain significant but decrease when the mediator (organizational commitment) is present, this is known as partial mediation (Hair et al., 2021).

IV. RESULTS AND DISCUSSION

A) Results

a. Socio-Demographic Information

Table 2 presents the descriptive statistics of the socio-demographic variables of the employees in PT. Cargill Indonesia. A sample of 90 respondents, comprising 56.7% males and 43.3% females, participated in the study. The age of the employees ranged from 21 to 55 years, with a majority (61.1%) having a Bachelor's degree of last education, while 21.1% have an Associate degree, 12.2% have a Master's degree, and 5.6% have from Senior High School level. Also, 61.1% is the highest percentage of employees having the working service for more than 6 years, whereas 21.1% have 4-6 years, and only 17.8% are just working for 1-3 years in PT. Cargill Indonesia. In addition, based on the level of position in this company, the staff is putting in the highest percentage of position at 41.1%, followed by 22.2% in the managerial level, 17.8% from operator/process technician level. In contrast, for the supervisor level has 14.4% and the rest is 4.5% from shift leader level.

Table 2: Descriptive statistics of socio-demographic variables of participants.

Variable	Category	Participants	Percentage
Age	21-29 years old	22	24,4%

	30-40 years old	49	54,4%
	41-55 years old	19	21,1%
Gender	Male	51	56,7%
	Female	39	43,3%
Educational Background	Junior High School	5	5,6%
	Associate Degree	19	21,1%
	Bachelor Degree	55	61,1%
	Master Degree	11	12,2%
Years of Service	1-3 years	16	17,8%
	4-6 years	19	21,1%
	>6 years	55	61,1%
Level of Position	Operator/Process Technician	16	17,8%
	Shift Leader	4	4,5%
	Staff	37	41,1%
	Supervisor	13	14,4%
	Manager	20	22,2%

b. Hypothesis Testing

Hypothesis 1 suggests that good psychological wellbeing will have a positive association with employee performance. This hypothesis was confirmed ($r = 0.364$, $t = 2.118$, $p < 0.034$). Hypothesis 2 was also confirmed: occupational health and safety had a significant relation to employee performance ($r = 0.412$, $t = 3.858$, $p < 0.000$).

The path analysis found that all the paths in the mediating model were not significant ($t < 1.96$ at $p > 0.5$). Thus, all the direct paths (PWB→EP and OHS→EP) and (PWB→OC and OHS→OC) were significant, but the indirect paths (PWB→OC→EP and OHS→OC→EP) were not significant. It is supported by the result of direct path (OC→EP), which was not significant as well. The bootstrapping approach indicated a significant direct effect of good psychological wellbeing ($t = 2.118$, $p < 0.034$) and occupational health and safety ($t = 3.858$, $p < 0.000$) on the increase in employee performance. However, the direct effects of PWB→EP ($t = 0.433$, $p < 0.665$) and OHS→EP ($t = 0.506$, $p < 0.613$) were not significant in the presence of the mediator (organizational commitment), which signals none of the mediation. So, hypotheses 3 and 4 are confirmed. Otherwise, hypothesis 5 is not confirmed.

However, there was a reduction in the strength of the direct effects of good psychological wellbeing and occupational health and safety on employee performance in PT. Cargill Indonesia, an evaluation of the indirect effects (PWB→OC→EP and OHS→OC→EP) was needed to conclude the mediation role of OC. The indirect paths, PWB→OC→EP ($t = 0.433$, $p < 0.665$) and OHS→OC→EP ($t = 0.506$, $p < 0.613$), were not significant at $t < 1.96$ at $p > 0.05$. Since psychological wellbeing and occupational health and safety hadn't had a significant effect on employee performance in the presence of OC, then OC can't fulfil the mediation role in the path model. Thus, the organizational commitment of the employee in PT. Cargill Indonesia can't mediate the effect of good psychological wellbeing and occupational health and safety on employee performance, not confirming hypotheses 6 and 7.

B) Discussion

a. Summary of Findings

Findings from this cross-sectional survey suggest that good psychological wellbeing and occupational health and safety have a direct impact on the performance of the employee in PT. Cargill Indonesia. On the contrary, the organizational commitment of the employee can't reduce the impact of good psychological wellbeing and occupational health and safety on the employee performance during organizational review in PT. Cargill Indonesia.

b. Direct Effect of Psychological Wellbeing and Occupational Health and Safety on Employee Performance

The direct impact of good psychological wellbeing and occupational health and safety on the high assessment result of employee performance confirms hypotheses H1 and H2. The empirical evidence from various studies, including those conducted by Pashiera and Budiono (2023) and Adilah and Firdaus (2023), underscores the undeniable correlation between good psychological wellbeing, good applicable standard of occupational health and safety, and the manifestation of employee performance in PT. Cargill Indonesia. These findings affirm the validity of hypotheses H1 and H2. Moreover, these observations are not limited to the employee in PT. Cargill Indonesia context alone; similar conclusions have been drawn from studies conducted outside of PT. Cargill Indonesia, adding weight to the argument. The studies were conducted beyond PT. Cargill Indonesia's borders consistently reinforce the notion that good psychological wellbeing coupled with a standard of occupational health and safety in the organization or workplace have a detrimental influence on employee performance. The accumulation of data from numerous sources, both inside and outside PT. Cargill Indonesia clearly shows how occupational health and safety, as well as psychological wellbeing, directly affect employee performance. These revelations

not only advance our knowledge of the complex interrelationships across occupational characteristics, but they also demonstrate how these impacts are consistent across many cultural and geographic contexts.

The relationship between psychological wellbeing or employee welfare and employee performance is very important to attract an organization's attention. As an individual, a good level of psychological wellbeing cannot only improve the quality of life but also contribute to the productivity of a whole organization. Therefore, PT. Cargill Indonesia should pay attention to the factors which can support the psychological and mental welfare of the employee so that the employee will maximize their potential. Through this improvement, employees could contribute positively to their work, and it will create a positive cycle between individual welfare and organizational performance. Robertson and Cooper (2010) stated that a positive health mentality is influenced by factors such as workplace conditions. Thus, if the employee finds satisfaction in their workplace, including the welfare environment, it will refer to driving good performance, like being more creative and innovative to solve problems.

On the other hand, occupational health and safety is important and significantly affects employee performance. It means that providing a good standard of occupational health and safety could improve the rate of employee performance in PT. Cargill Indonesia. It refers to the previous study by Yusuf et al. (2012), which stated that human resources are an important component in the organization to operate the company's activity. So, the company should give attention to occupational health and safety for the employees well to create a safe and comfortable place to work so that the employees can work well and retain good performance. This study had the same outcome as the previous study by Utami (2017), which stated that occupational health and safety have a significant relationship with employee performance. Saputra et al. (2023) also stated that occupational health and safety have a significant relationship to employee performance.

Table 3: Mediation effect of OC on the effect of PWB and OHS on EP

Path	Path Coefficient	t-value	p-value
Direct effect (without the mediator)			
PWB→EP	0,364	2,118	0,034
OHS→EP	0,412	3,858	0,000
Direct effect (with the mediator)			
PWB→OC	0,280	2,504	0,011
OHS→OC	0,451	4,268	0,000
OC→EP	0,063	0,511	0,610
Specific Indirect Effect			
PWB→OC→EP	0,018	0,433	0,665
OHS→OC→EP	0,029	0,029	0,613

PWB, psychological wellbeing; EP, employee performance; OHS, occupational health and safety; OC, organizational commitment.

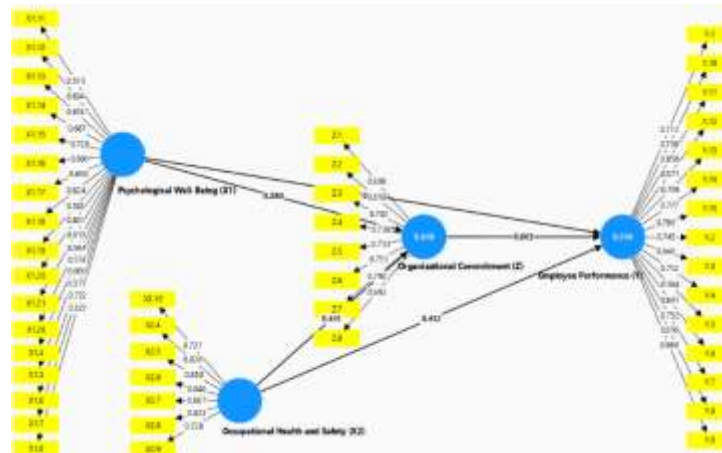


Fig. 2 PLS-SEM reflective model predicting OC and EP from PWB and OHS

The indicators for variable occupational health and safety are such as the workplace condition, the air setting, the lighting setting, the use of work equipment and the physical condition of the employee. The result of the surveys shows the item that reaches the highest score is "my workplace is providing the lighting setting according to the standard". It means that mostly the employees in PT. Cargill Indonesia agrees that their workplace provides the lighting setting as the standard. Moreover, it has a huge impact on employee performance, both in the operation/downstream or in the office area.

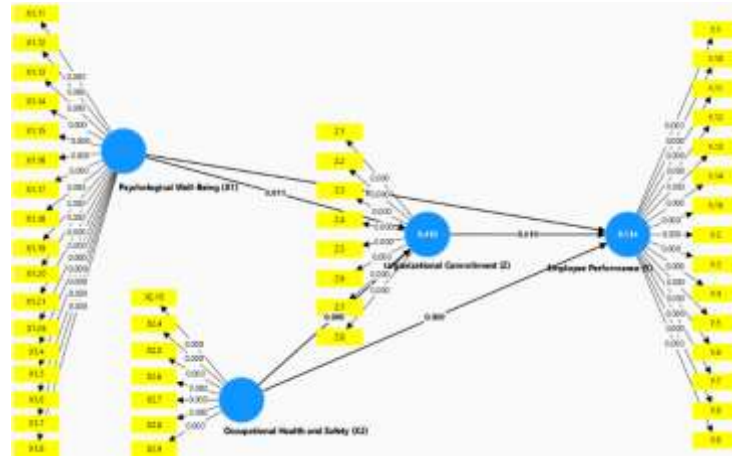


Fig. 3 Results of the bootstrapping procedure predicting OC and EP from PWB and OHS

c. The Mediating Role of Organizational Commitment in Psychological Wellbeing and Occupational Health and Safety Model

Unfortunately, our findings focus on the role of mediation variables that have no significant relation with the dependent variable. As H5 is not confirmed as the result of the relation between organizational commitment and employee performance, it also influences the role of the mediation itself in this study.

We further found that organizational commitment can't mediate the influence of psychological wellbeing and occupational health and safety on the improvement of employee performance in PT. Cargill Indonesia. This finding can't confirm the hypotheses H6 and H7. This finding aligns with previous research that has explored the mediating role of organizational commitment in the impact of good psychological wellbeing and high standard of occupational health and safety on employee performance within the general working population [mention the previously studied supported this not significant outcome], as well as among employees. Additionally, our results are consistent with a related study that showed that subjective organizational commitment has no mediating effect on the relationship between psychological welfare and the application of occupational health and safety standards for worker performance in the general working population. This consistency across different industries and situations supports the validity of our findings and points to a shared mediating mechanism for organizational commitment. Essentially, the present study fills the research void left by the earlier study.

C) Practical implications of findings

This study provides practical contributions to the organization, where the organization can find out what factors need to be maintained, improved, and enhanced related to the research variables, namely psychological wellbeing, occupational health and safety, organizational commitment and employee performance. Psychological wellbeing and occupational health and safety have a major role in the process of improving employee performance in the organization. This study provides managerial implications related to the findings obtained as follows:

- Psychological wellbeing is a fundamental factor for employees. If employees work in healthy and good mental conditions, then they will have good work and fighting spirit, which is in line with their respective life goals. So that the output or results given in the work will be maximized. Conversely, if employees do not have good mental health, then their daily work will affect their productivity. This will have an impact on the final result in the performance assessment of employees because they do not work in healthy mental and good psychological conditions.
- Occupational health and safety is the main factor provided by the company to employees along with the operational system in a company. If the occupational health and safety aspect of a company does not comply with applicable standards, it will pose a risk to employees and their operational processes at PT. Cargill Indonesia has implemented an occupational health and safety system and management that complies with applicable standards. This has a significant impact on employee performance because they feel that the protection provided by the company to them in the work process is very good so that they can work safely and comfortably.
- Organizational commitment is a value instilled by the company in employees. With organizational commitment, a company will have a goal to move towards in the future. The aspect of organizational commitment in the study was analyzed to obtain accurate data on the role and impact of employees who have a strong commitment to the company where they work at PT. Cargill Indonesia, the high commitment of employees to the company does not have a significant effect on the performance they produce. This is because commitment is related to goals and a sense of moral attachment to the company, while performance is measured through KPIs (Key Performance Indicators) that have been determined

by the company's employees. Where if an employee can exceed their KPI, then it can be said that their performance is good.

V. CONCLUSION

Our data on psychological wellbeing and occupational health and safety have a direct relationship with employee performance in PT. Cargill Indonesia. The data in this study further conclude that psychological wellbeing and occupational health and safety can't affect employee performance through organizational commitment in PT. Cargill Indonesia. This research is explanatory research, which explains the relationship between variables. All variables show results with significant influence, except for the variable organizational commitment to employee performance.

A) Limitations and recommendations

Here are some limitations we found in this study, such as the respondent population is only for PT. Cargill Indonesia has 90 headcounts, which is the total number of employees in one company. With this limited number, it is expected that further research can be carried out to take a sample of the employee population of PT. Cargill Indonesia at branches or company locations in other cities. Second, some items were eliminated during the outer model testing with the aim of obtaining a valid and reliable measurement model. Data processing could not be carried out optimally using all items of psychological wellbeing and occupational health and safety variables because there were respondents who did not answer the research questionnaire statements properly. This requires revalidation of this research model so that it can contribute to improving a better understanding of the variables that influence employee performance at PT. Cargill Indonesia. Third, it was found that there was no significant or negative influence between organizational commitment and employee performance, so this resulted in findings that the two independent variables did not have a direct effect on employee performance through the mediation. Likewise, work safety did not have a direct effect on employee performance through mediation. So, it is hoped that in further research, the mediation role of organizational commitment on employee performance can be proven again.

Appendix A. Supplementary data

Supplementary data to this article can be found online at.

Interest Conflicts

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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