

THE IMPACT OF EMPLOYEE HEALTH AND SAFETY ON PERFORMANCE AT MCDONALD'S

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ABSTRACT

This study seeks to examine the impact of employee health and safety on performance at McDonald's. A quantitative research approach was employed, utilizing a survey method in which data were gathered through a closed questionnaire based on a Likert scale. The research sample comprised 56 McDonald's employees selected purposively. The findings reveal that occupational health and safety exert a positive and significant influence on employee performance. Improved health conditions and safety standards in the workplace correlate with enhanced employee performance. This outcome underscores the necessity for companies to consistently uphold and advance occupational health and safety standards to bolster employee productivity and performance. It is anticipated that this study will serve as a valuable reference for McDonald's managers and other organizations in effectively managing occupational health and safety to enhance human resource performance.

Keywords: *occupational health, occupational safety, employee performance, McDonald's, workplace safety.*

INTRODUCTION

In the contemporary work environment, industrial competition is becoming increasingly intense and formidable. This compels companies to optimize their resources to produce high-quality products capable of thriving amid the industry's challenges. Human Resources represent a critical component in the success of an organization or company. The contributions and performance of individuals are pivotal factors influencing the overall effectiveness of the organization. Effective control, strategic planning, and active employee engagement are essential elements in driving the achievement of organizational targets and objectives (Abdillah, et al., 2024). Furthermore, the role of humans in industry remains irreplaceable by technology, including the very individuals who develop that technology. Consequently, it is vital for organizations to prioritize employee welfare and implement sound human resource management practices (Sari, 2020).

Maintaining employee performance encompasses various facets, one of which is safeguarding the health and safety of the workforce. According to Supriyanto & Ekawati (2020), a secure and healthy work environment positively influences employee productivity, motivation, and loyalty. In contrast, hazardous working conditions can elevate the risk of workplace accidents, stress, absenteeism, and diminish overall enthusiasm for work.

The fast food industry necessitates Human Resources that demonstrate high performance and productivity, as this sector emphasizes speed, accuracy, and consistency in food and service delivery. Consequently, effective human resource management, particularly concerning health and safety, is essential. Inadequate employee health and safety measures can elevate the risk of workplace accidents during operational hours, ultimately affecting performance, corporate reputation, and customer satisfaction.

McDonald's stands as one of the largest fast food corporations globally, characterized by a highly organized system and stringent service standards. As a company operating on an international scale with a rapid and demanding work pace, McDonald's necessitates effective Human Resources management to ensure that each employee performs optimally and adheres to company standards. The management of occupational health and safety is a crucial component in sustaining employee performance, ensuring food quality, and delivering customer satisfaction.

This study will examine the impact of occupational health and safety on employee performance at McDonald's. It aims to analyze how Human Resource management strategies, particularly regarding health and safety, can influence work quality and promote operational sustainability within the fast food sector.

LITERATURE REVIEW

Employee health and safety refer to organizational policies, systems, procedures, and managerial practices designed to protect employees from occupational accidents, physical injuries, work-related illnesses, psychological distress, and other workplace hazards. Occupational health and safety encompasses both physical protection and psychological well-being. Physical health and safety include safe equipment, ergonomic working conditions, protective equipment, workplace cleanliness, emergency procedures, and accident-prevention training. Psychological health and safety include manageable workloads, supportive supervision, reasonable working hours, protection from harassment, respectful treatment, and opportunities to report concerns without fear. Contemporary occupational health and safety should therefore be viewed as an integrated organizational system that protects employees' physical, psychological, and social well-being (Amoadu et al., 2023; Ciarlante et al., 2024).

An effective occupational health and safety system is characterized by management commitment, safety communication, employee training, employee participation, hazard identification, risk control, and continuous monitoring. Management commitment is especially important because employees evaluate safety priorities based on managerial actions rather than written policies alone. When managers allocate adequate resources, respond promptly to hazards, maintain equipment, provide training, and consistently enforce safety procedures, employees perceive that their health and safety are valued. A strong safety climate consequently encourages employees to comply with safety procedures and participate voluntarily in improving workplace safety (Bautista-Bernal et al., 2024; Bronkhorst, 2015).

Employee participation is another important component of occupational health and safety. Employees possess direct knowledge of the hazards associated with their daily duties and can provide useful information for preventing accidents and improving working procedures. Involving employees in safety meetings, risk identification, incident reporting, and safety decision-making can strengthen their understanding and ownership of safety practices. Bruhn et al. (2023) found that management involvement and employee participation

are important for systematically improving occupational safety and health. A participatory safety system also facilitates early identification of hazards before they cause injuries, illness, or operational disruptions.

Employee performance refers to the extent to which employees successfully fulfil the duties, responsibilities, and behavioural expectations associated with their jobs. It includes task performance, contextual performance, work quality, work quantity, timeliness, efficiency, reliability, adaptability, and cooperation. Task performance concerns the effective completion of formal job responsibilities, whereas contextual performance includes voluntary behaviours that support the social and psychological environment of the organization. High-performing employees complete their assignments accurately, achieve established targets, use resources efficiently, respond to changes, and cooperate with colleagues.

Employee health and safety can affect performance by protecting employees' physical and psychological resources. Workplace accidents, occupational illnesses, stress, fatigue, and unsafe conditions can reduce concentration, physical capacity, emotional stability, and work motivation. These conditions may result in lower work quality, reduced productivity, absenteeism, presenteeism, errors, and operational interruptions. Jinnett et al. (2017) found that health conditions, workplace safety, and job demands contribute to absenteeism and job performance. Employees who are injured, physically exhausted, or psychologically distressed may attend work but remain unable to perform at their optimal level.

In contrast, safe and healthy working conditions allow employees to concentrate on their responsibilities without excessive fear of injury, illness, or unfair treatment. Lari (2024) provided longitudinal evidence that occupational health and safety practices positively influence employee productivity. The study indicates that management commitment, safety communication, employee involvement, training, and risk-control practices can create working conditions that enable employees to perform more effectively. Similarly, Asiedu et al. (2023) found that occupational health and safety contributes to employee task performance while reducing the costs associated with workplace accidents.

Psychological health and safety are also relevant to employee performance. A positive psychosocial safety climate reflects organizational policies and managerial practices that protect employees' mental health. It is demonstrated through manageable job demands, adequate resources, supportive leadership, respectful communication, and organizational concern for psychological well-being. Amoadu et al. (2023) concluded that psychosocial safety climate is associated with employee health, work engagement, psychological distress, safety behaviour, and performance-related outcomes. When employees perceive that management protects their psychological health, they are more likely to remain energetic, engaged, and committed to achieving organizational objectives.

Occupational health and safety may also improve performance by reducing absenteeism and presenteeism. Absenteeism occurs when employees cannot attend work because of injury, illness, stress, or exhaustion. Presenteeism occurs when employees remain at work despite being physically or psychologically unwell and therefore perform below their normal capacity. Both conditions can reduce productivity, disrupt teamwork, and increase the workload of other employees. Occupational health and safety practices reduce these problems by preventing workplace injuries, managing health risks, and providing employees with sufficient resources to recover from work demands (Jinnett et al., 2017; Lari, 2024).

Safety training can improve employee performance by increasing employees' knowledge, skills, and confidence in identifying and controlling workplace hazards. Employees who understand equipment, emergency procedures, ergonomic practices, and safe working methods are more likely to complete tasks accurately and efficiently. Training

also reduces uncertainty and prevents unsafe shortcuts. However, safety training must be conducted continuously because workplace conditions, equipment, technology, and employee responsibilities may change. Regular training and safety communication reinforce expected behaviour and ensure that safety knowledge is translated into daily practice (Bronkhorst, 2015; Bruhn et al., 2023).

A strong safety climate can further improve employee performance by creating consistent expectations regarding workplace behaviour. Safety climate represents employees' shared perceptions of the importance given to safety within the organization. When employees believe that management prioritizes safety, they are more likely to comply with procedures and voluntarily participate in safety activities. Safety compliance reduces accidents and operational disruptions, whereas safety participation supports continuous workplace improvement. Bautista-Bernal et al. (2024) demonstrate that safety teams and occupational health and safety management systems contribute to improved safety performance and broader organizational outcomes.

Nevertheless, health and safety policies do not automatically lead to improved performance. Their effects depend on implementation consistency, managerial commitment, employee participation, safety communication, and alignment between safety requirements and operational objectives. Formal policies may have little practical effect when employees are pressured to prioritize output over safety or are afraid to report hazards. Therefore, employees' perceptions of actual safety practices may be more important than the mere existence of written policies. Occupational health and safety must be integrated into everyday working procedures and supported by managers at all organizational levels.

The principal grand theory underpinning the relationship between employee health and safety and employee performance is Social Exchange Theory developed by Blau (1964). Social Exchange Theory explains that relationships between employees and organizations are based on reciprocal exchanges. When one party provides valued resources or favourable treatment, the recipient develops an obligation to reciprocate through positive attitudes and behaviours. In an employment relationship, organizational investments in employees' health, safety, and well-being represent valuable resources that signal concern, respect, and organizational support.

When organizations provide safe equipment, health protection, safety training, reasonable workloads, supportive supervision, and effective risk-control procedures, employees perceive that the organization values their contribution and cares about their well-being. According to the norm of reciprocity, employees respond to this favourable treatment by increasing their commitment, work effort, safety compliance, engagement, and performance. Therefore, employee health and safety can be understood as an organizational investment that generates reciprocal performance-related responses from employees (Cropanzano & Mitchell, 2005; Kurtessis et al., 2017).

Conversely, unsafe working conditions may communicate that the organization places insufficient value on employee welfare. This perception can weaken trust and employees' sense of obligation toward the organization. Employees may respond through lower commitment, reduced effort, withdrawal behaviour, absenteeism, and turnover intentions. Social Exchange Theory therefore explains why employees' perceptions of management commitment to health and safety are important in shaping performance. It is not merely the provision of safety policies but employees' interpretation of organizational care that stimulates reciprocal behaviour.

Based on Social Exchange Theory and previous empirical evidence, organizations that provide effective health and safety practices are expected to receive positive responses from

employees in the form of improved task performance, efficiency, reliability, and contextual performance. Lari (2024) supports this expectation by demonstrating that occupational health and safety practices positively affect employee productivity. Asiedu et al. (2023) similarly show that occupational health and safety contributes to employee task performance. Therefore, the following hypothesis can be proposed:

H1: Employee health and safety have a positive and significant effect on employee performance.

Supporting Theory: Job Demands–Resources Theory

The Job Demands–Resources Theory can complement Social Exchange Theory by explaining the health and motivational processes underlying employee performance. Job demands refer to physical, psychological, social, and organizational aspects of work that require sustained effort. They include workload, time pressure, physical hazards, emotional demands, role conflict, and irregular working hours. Excessive job demands consume employees' physical and psychological energy and may result in fatigue, stress, burnout, and declining performance.

Job resources refer to the physical, psychological, social, and organizational resources that help employees achieve work objectives, manage job demands, and develop professionally. Health and safety training, safe equipment, supportive supervision, manageable workloads, employee participation, clear procedures, and recovery opportunities constitute important job resources. These resources protect employees from the adverse effects of job demands and strengthen their ability to remain engaged and productive (Bakker & Demerouti, 2017).

According to Job Demands–Resources Theory, occupational health and safety improves performance by reducing harmful job demands and increasing protective job resources. Employees working under safe and supportive conditions retain more energy and attention for their work. In contrast, unsafe conditions, excessive workloads, and inadequate support accelerate resource depletion and undermine performance. Evidence concerning psychosocial safety climate supports this mechanism because supportive safety conditions have been associated with greater work engagement and lower psychological distress (Amoadu et al., 2023; Yulita et al., 2022).

METHOD

The research method represents a scientific approach to data collection with a defined purpose and application, involving a thorough and meticulous examination of various facts (Ali et al., 2022). This study employs a quantitative methodology, characterized by the use of numerical data and statistical analysis to test hypotheses and elucidate phenomena (Balaka, 2022). The research instrument utilized was a closed-form questionnaire, wherein respondents selected from the provided answers using a Likert scale. The Likert scale serves as a psychological measurement tool designed to assess attitudes, opinions, perceptions, or levels of agreement with a statement or question through a selection of six graded responses: "Strongly Disagree," "Disagree," "Quite Disagree," "Quite Agree," "Agree," and "Strongly Agree" (Taluke et al., 2019).

This study employs both dependent and independent variables. The independent variable is the factor that influences the dependent variable (Umar, 2003:50). In this research, the independent variable is employee health and safety. Conversely, the dependent variable is the outcome of the independent variable (Sugiyono, 2010). In this study, the dependent

variable is employee performance (Sugiyono, 2010).

The questionnaire comprises a series of statements pertinent to the research variables and is administered to McDonald's employees to gather information directly from the respondents. The responses are collected until sufficient data is obtained and subsequently analyzed according to a predetermined scale. The study, which involves a sample of 56 employees, will be examined to assess the impact of occupational health and safety on the performance of McDonald's employees.

RESULTS

In this study, 50 questionnaires were distributed to McDonald's employees currently employed by PT Rekso Nasional Food (RNF). All questionnaires were disseminated online via Google Forms, accessible to the respondents. Among the total of 56 respondents, it was observed that 31 respondents (55.4%) were aged 21 to 30 years, followed by 11 respondents (19.6%) under the age of 20, 9 respondents (16.1%) aged 31 to 40 years, and 5 respondents (8.9%) aged 41 to 50 years.

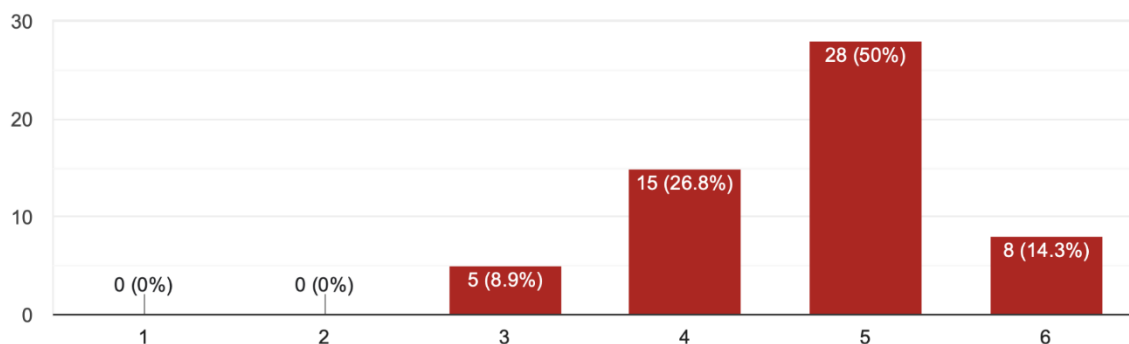
In terms of length of service, 22 respondents (39.3%) reported working for 1-3 years, followed by 19 respondents (33.9%) who worked for less than a year, 10 respondents (17.9%) who worked for 4-6 years, 4 respondents (7.1%) who worked for 7-10 years, and 1 respondent (1.8%) who worked for more than 10 years.

Based on residence, 45 respondents (76.8%) reside in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) area. Conversely, 13 respondents (23.2%) live outside of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek). Furthermore, the accompanying data indicates that the highest level of education attained by 41 respondents (73.2%) was high school or its equivalent, followed by 10 respondents (17.9%) who held Bachelor's degrees, and 5 respondents (8.9%) who obtained Diplomas.

Figure 1. Perceived Assurance of Employee Well-Being at McDonald's

EH1 Kesehatan karyawan di McDonald's terjamin.

56 responses



Based on the data presented in Figure 1, it can be concluded that a significant majority of respondents perceive employee health at McDonald's to be adequately assured. This is evidenced by 28 respondents (50%) who rated their satisfaction on a scale of 5, indicating a high level of contentment with the health insurance provided by the company. Furthermore, 15 respondents (26.8%) selected a scale of 4, suggesting they felt reasonably satisfied, albeit not entirely optimal. In contrast, 8 respondents (14.3%) rated their satisfaction on a scale of

6, which may reflect exceptionally high satisfaction or perceptions that surpass standard expectations. Lastly, 5 respondents (8.9%) rated their satisfaction on a scale of 3, which can be interpreted as a moderate or neutral level of contentment regarding the occupational health aspect at McDonald's. Collectively, these findings suggest that the majority of respondents hold a favorable view of McDonald's initiatives to safeguard the health of its employees.

Figure 2. McDonald's employees are provided with sufficient health facilities

EH2 Karyawan McDonald's mendapatkan fasilitas kesehatan yang memadai.

56 responses

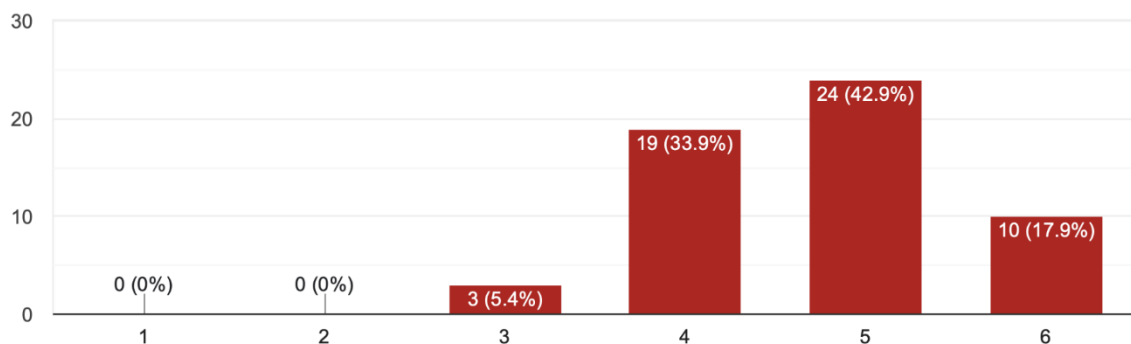
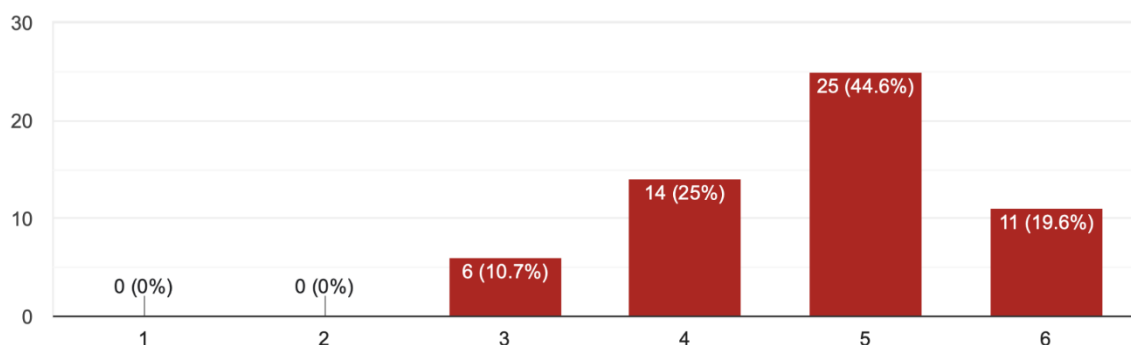


Figure 2 illustrates that a significant majority of respondents deemed the health facilities provided to McDonald's employees as adequate. This is evidenced by 24 respondents (42.9%) who rated the facilities with a score of 5, reflecting a high level of satisfaction regarding the availability and quality of health services. Additionally, 19 respondents (33.9%) rated the facilities with a score of 4, while 10 respondents (17.9%) assigned the highest score of 6, and 3 respondents (5.4%) rated them with a score of 3. The absence of ratings of 1 and 2 from 56 respondents further reinforces the assertion that McDonald's has delivered health facilities that are regarded as adequate and even exemplary by the majority of its employees.

Figure 3. The workplace at McDonald's is hygienic and promotes employee well-being

EH3 Lingkungan kerja di McDonald's bersih dan mendukung kesehatan karyawan.

56 responses



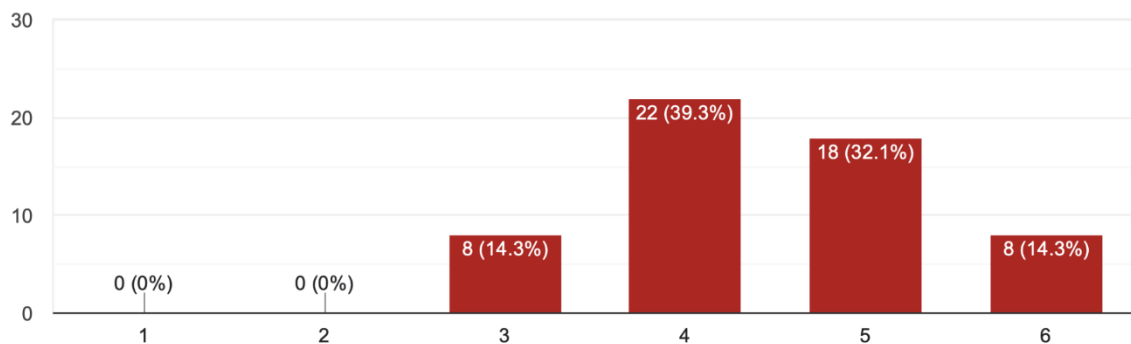
According to the data presented in Figure 3, the majority of respondents perceive the work

environment at McDonald's as clean and conducive to employee health. A total of 25 respondents (44.6%) rated the environment with a score of 5, reflecting a strong positive perception of cleanliness and health support. This was followed by 14 respondents (25%) who rated it a 4, 11 respondents (19.6%) who provided the highest rating of 6, and 6 respondents (10.7%) who selected a score of 3. Collectively, these findings suggest that McDonald's has effectively established a clean and supportive work environment for the health of its employees.

Figure 4. The demands of working at McDonald's do not adversely affect the physical and mental well-being of employees

EH4 Beban kerja di McDonald's tidak mengganggu kesehatan fisik dan mental karyawan.

56 responses



According to the data presented in Figure 4, a significant portion of respondents, specifically 22 individuals (39.33%), selected scale 4, while 18 respondents (32.1%) opted for scale 5. This suggests a consensus that the workload at McDonald's does not adversely affect the physical and mental well-being of employees. Furthermore, 8 respondents (14.3%) rated it a scale of 6, and another 8 respondents (14.3%) rated it a scale of 3. This may imply that the work management system at McDonald's is relatively effective in balancing employee productivity with health.

Figure 5. McDonald's employees experience a sense of well-being while working in the restaurant environment

EH5 Karyawan McDonald's merasa sehat selama bekerja di lingkungan restoran.

56 responses

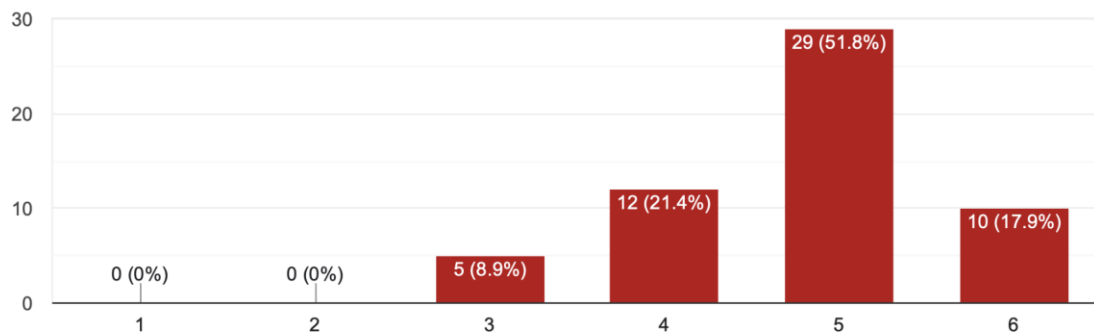


Figure 5 illustrates that a significant majority of respondents perceive themselves as healthy while employed in the McDonald's restaurant environment. This is evidenced by 29 respondents (51.8%) who rated their health on a scale of 5, signifying that they feel quite healthy during their work. Furthermore, 12 respondents (21.4%) rated their health as a 4, and 10 respondents (17.9%) rated it as a 6, indicating satisfaction and a strong sense of well-being while working. Conversely, only 5 respondents (8.9%) rated their health as a 3, with none selecting a rating of 1 or 2. This data suggests that the majority of employees believe that the work environment at McDonald's positively contributes to their overall physical and mental health.

Figure 6. McDonald's employees receive adequate rest periods to uphold their well-being

EH6 Karyawan McDonald's diberikan waktu istirahat yang cukup untuk menjaga kesehatan.

56 responses

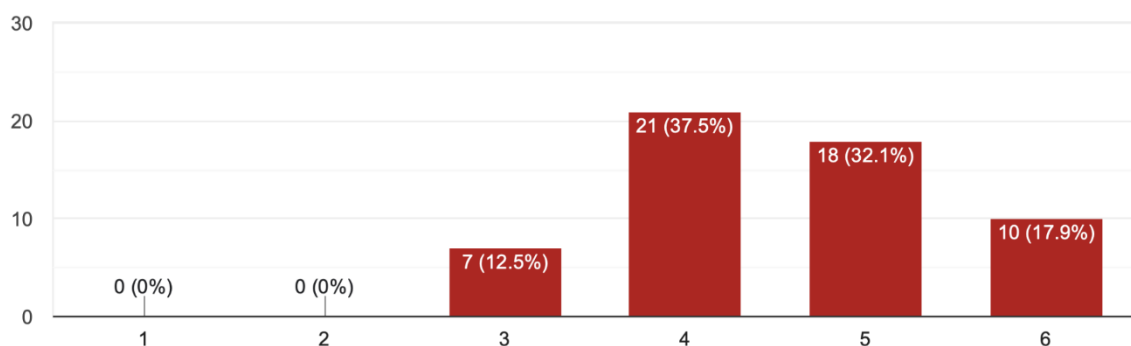


Figure 6 presents an overview of employee perceptions regarding the break time allocated during work. A total of 21 respondents (37.5%) rated their break time as a 4, signifying that they felt it was adequate. This was followed by 18 respondents (32.1%) who rated it a 5, 10 respondents (17.9%) who rated it a 6, and 7 respondents (12.5%) who rated it a 3. These results indicate that most employees find the break time satisfactory; however, a small number still perceive it as less than optimal. The absence of respondents selecting scores of 1 or 2 suggests a lack of extreme dissatisfaction in this area, and overall, the break time

provided by McDonald's is deemed adequate by the majority of its employees.

Figure 7. Employee safety at McDonald's is of paramount importance

ES1 Keselamatan karyawan di McDonald's sangat diperhatikan.

56 responses

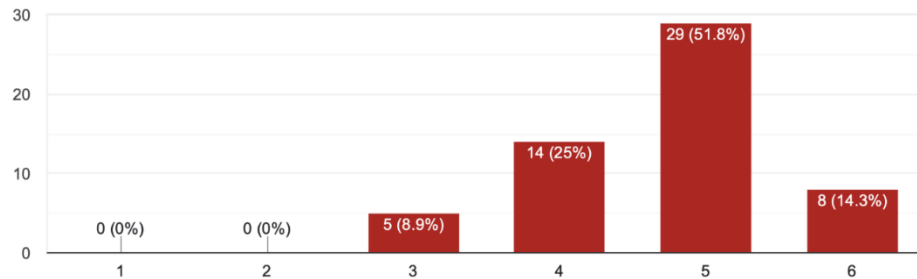
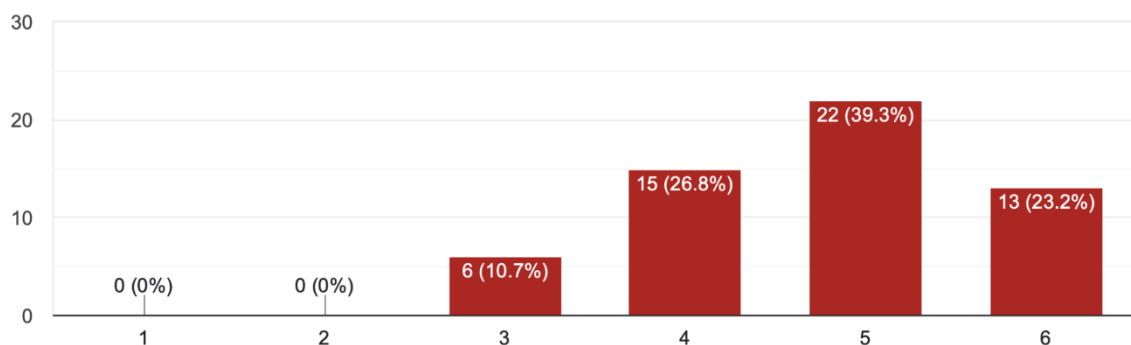


Figure 7 illustrates that a significant number of respondents perceive employee safety at McDonald's as a priority. This is evidenced by 29 respondents (51.8%) who rated it a 5 on the scale, along with 14 respondents (25%) who selected a 4. These results indicate that the majority of employees hold a favorable view of the company's commitment to occupational safety. Additionally, 8 respondents (14.3%) opted for a rating of 6, reflecting very high satisfaction. Conversely, only 5 respondents (8.9%) rated it a 3, with none selecting a 1 or 2. This suggests that the occupational safety policy in place is regarded as quite effective by most employees.

Figure 8. McDonald's employees undergo occupational safety training prior to commencing their duties

ES2 Karyawan McDonald's mendapatkan pelatihan keselamatan kerja sebelum mulai bekerja.

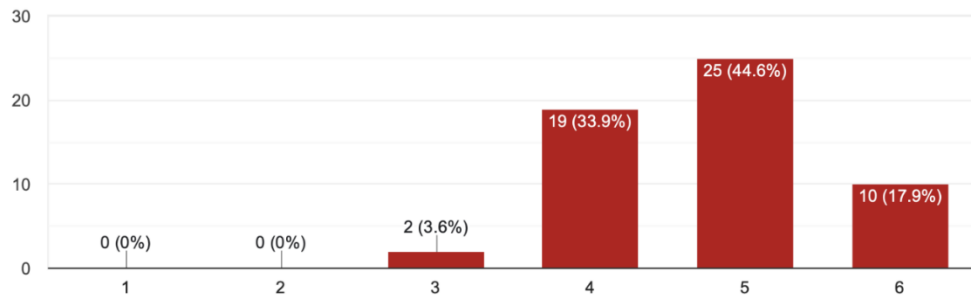
56 responses



According to the data presented in Figure 8, it is evident that a significant majority of McDonald's employees have undergone occupational safety training prior to commencing their roles. A total of 22 respondents (39.3%) rated the training on a scale of 5, followed by 15 respondents (26.8%) who selected a scale of 4. Additionally, 13 respondents (23.2%) awarded the highest rating of 6, reflecting their high level of satisfaction with the training provided. Conversely, 6 respondents (10.7%) assigned a score of 3, suggesting that a small fraction of employees may perceive the training as insufficient. Overall, these responses underscore the importance of occupational safety training prior to employees beginning their work.

Figure 9. Employees experience a sense of safety when utilizing kitchen equipment at McDonald's

ES3 Karyawan merasa aman saat menggunakan alat - alat dapur di McDonald's.
56 responses



According to Figure 9, it can be inferred that 25 respondents (44.6%) rated their experience on a scale of 5, suggesting that a significant number of employees feel secure when utilizing kitchen equipment at McDonald's. Additionally, 19 respondents (33.9%) selected a scale of 4, reflecting a relatively high level of comfort. In contrast, 10 respondents (17.9%) rated their experience on a scale of 6, while 2 respondents (3.6%) opted for a scale of 3. This data indicates that the majority of employees feel confident in their use of kitchen equipment during their work.

Figure 10. McDonald's staff are familiar with the protocols to adhere to in the event of an emergency

ES4 Karyawan McDonald's mengetahui prosedur yang dilakukan dalam keadaan darurat.
56 responses

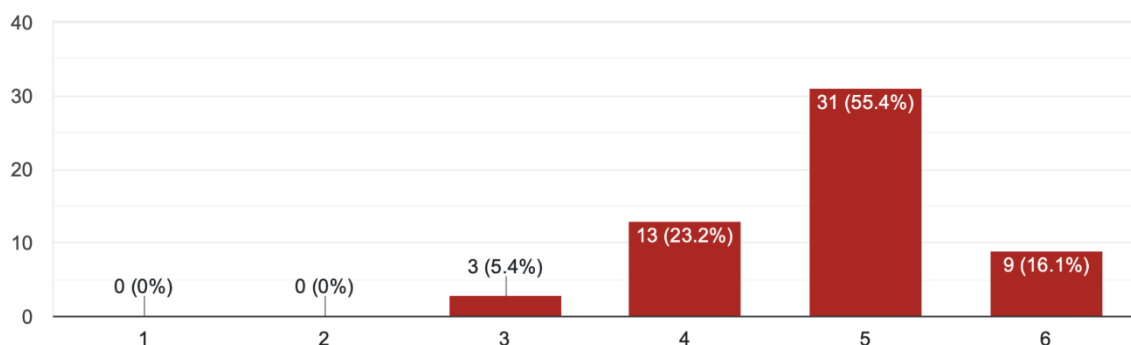
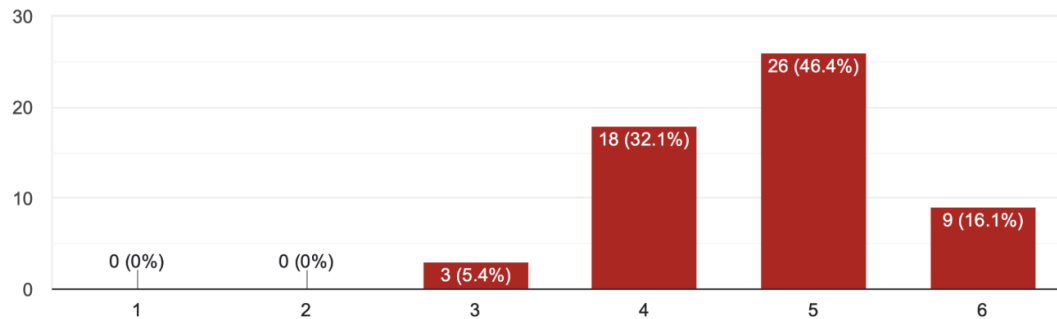


Figure 10 illustrates that a significant majority of respondents are familiar with the procedures implemented during emergencies. Specifically, 31 respondents (55.4%) selected scale 5, reflecting a strong awareness of emergency protocols, followed by 13 respondents (23.2%) rating their knowledge at scale 4, and 9 respondents (16.1%) opting for scale 6. Only 3 respondents (5.4%) rated their understanding at scale 3, with none selecting scales 1 or 2, thereby indicating that most employees possess a solid comprehension of emergency procedures within the workplace.

Figure 11. McDonald's employees infrequently experience workplace accidents

ES5 Karyawan McDonald's jarang mengalami kecelakaan kerja

56 responses



According to Figure 11, 26 respondents (46.4%) rated their experience on a scale of 5, suggesting that they infrequently encounter work-related accidents. This was followed by 18 respondents (32.1%) selecting a score of 4, 9 respondents (16.1%) providing a score of 6, and 3 respondents (5.4%) opting for a score of 3. These results indicate that the majority of employees perceive the work environment at McDonald's as relatively safe, with a minimal risk of accidents.

Figure 12. McDonald's employees possess a clear understanding of their duties and responsibilities

ES5 Karyawan McDonald's jarang mengalami kecelakaan kerja

56 responses

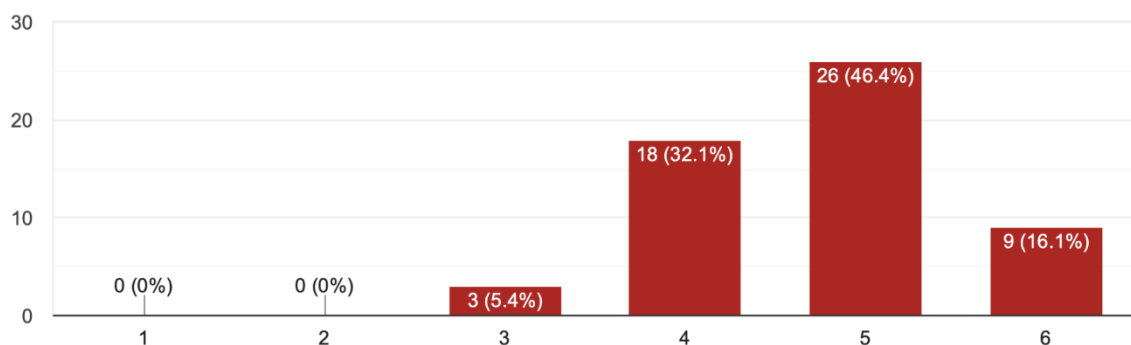
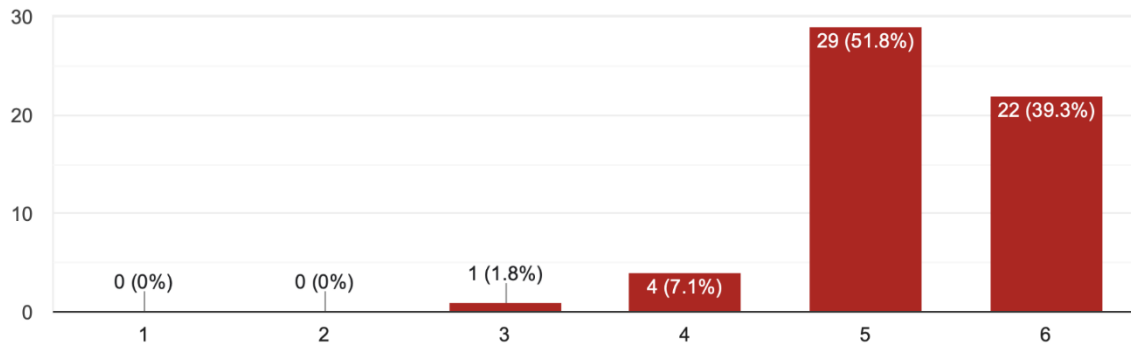


Figure 12 illustrates that employees' comprehension of their duties and responsibilities is categorized as very good, with 26 respondents (46.4%) selecting scale 5, while 23 respondents (41.1%) opted for scale 6. Furthermore, 7 respondents (12.5%) chose scale 4, and none selected scale 3 or lower. This data suggests that the majority of employees possess a clear understanding of their responsibilities in the workplace.

Figure 13. McDonald's employees receive guidance and feedback that enhances their performance

EP2 Karyawan McDonalds mendapatkan arahan dan umpan balik yang membantu meningkatkan kerja.

56 responses

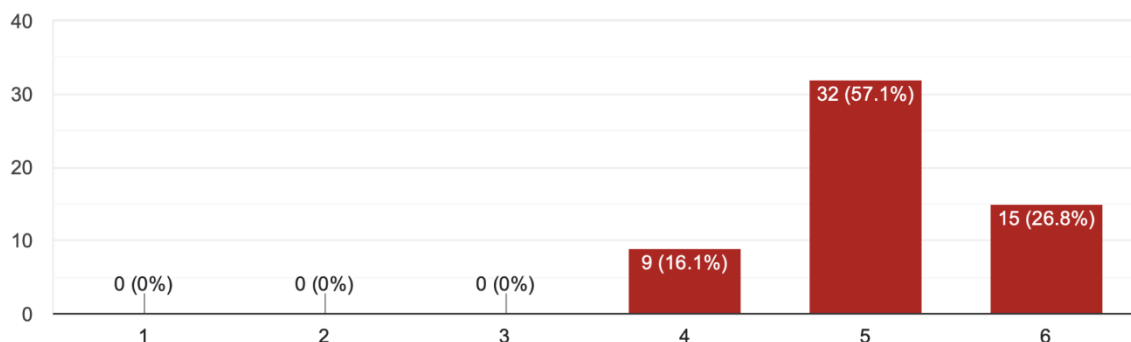


According to Figure 13, 29 respondents (51.8%) rated their experience on a scale of 5, suggesting that a significant number of employees believe they receive guidance and feedback that enhances their performance. Additionally, 22 respondents (39.3%) selected a scale of 6, reflecting a very high level of satisfaction. Furthermore, 4 respondents (7.1%) opted for a scale of 4, while 1 respondent (1.8%) chose a scale of 3. No respondents selected a scale of 1 or 2. This data indicates that the majority of employees perceive a positive atmosphere of direction and feedback within the McDonald's work environment.

Figure 14. McDonald's allocates adequate resources to enhance employee performance

EP3 McDonald's menyediakan sumber daya yang cukup untuk mendukung kinerja karyawan.

56 responses



According to the data presented in Figure 14, 32 respondents (57.1%) rated their assessment at a level of 5, suggesting that over half of the employees believe the resources provided by McDonald's are sufficient to enhance their performance. Additionally, 15 respondents (26.8%) selected a rating of 6, while 9 respondents (16.1%) opted for a rating of 4. Notably, no respondents rated their experience between 1 and 3, indicating that McDonald's has

effectively supplied adequate facilities and infrastructure to support employee productivity.

Figure 15. McDonald's employees adhere to company standards

EP4 Karyawan McDonald's bekerja sesuai dengan standar perusahaan.
56 responses

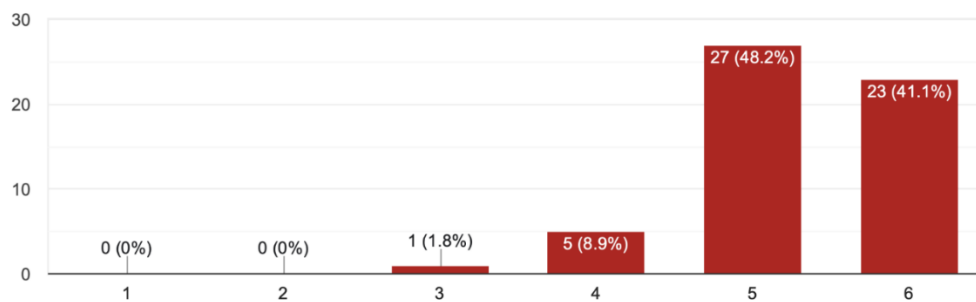
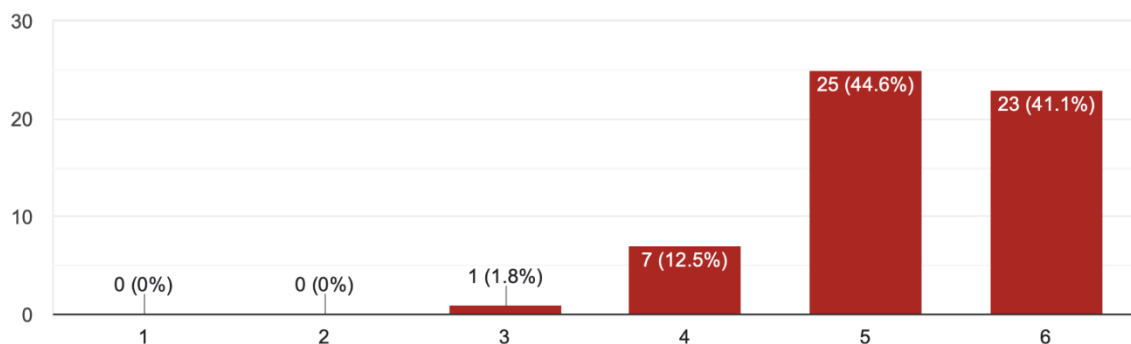


Figure 15 illustrates that 27 respondents (48.2%) rated their assessment on a scale of 5, followed by 23 respondents (41.1%) selecting a scale of 6, 5 respondents (8.9%) opting for a scale of 4, and 1 respondent (1.8%) choosing a scale of 3. Notably, no respondents selected a scale of 1 or 2, indicating a high level of employee adherence to the work standards established by the company.

Figure 16. Employees exhibit a professional demeanor while performing their responsibilities

EP5 Karyawan menunjukkan sikap profesional dalam menjalankan tugasnya.
56 responses



According to Figure 16, 25 respondents (44.6%) selected scale 5, indicating that nearly half of the employees perceive themselves as exhibiting a professional attitude in the execution of their duties. Additionally, 23 respondents (41.1%) opted for scale 6, 7 respondents (12.5%) chose scale 4, and 1 respondent (1.8%) selected scale 3. Notably, no respondents chose scales 1 or 2, demonstrating that the majority of employees display a high level of professionalism in their work.

DISCUSSION

Employee Health and Safety involves the establishment of a work environment that safeguards the health and safety of employees, thereby facilitating smooth operations (Prawirosentono & Suyadi, 2002). The dimensions of occupational health and safety are intricately linked to employee performance, particularly in dynamic and high-pressure settings such as McDonald's. Employees who perceive their workplace as safe, free from both physical and psychological hazards, tend to exhibit greater focus and productivity. Within the context of McDonald's, health is a critical consideration, as the fast food industry necessitates a rapid work pace, consistent cleanliness, and optimal physical endurance from each employee. Workers in this sector frequently encounter significant work pressure, extended hours, and the expectation of swift service, making health considerations pertinent not only to physical conditions but also to mental health and overall well-being.

Job satisfaction reflects an employee's attitude towards their work, encompassing aspects such as the work environment, collaboration among colleagues, received rewards, and both physical and psychological factors (Sutrisno, 2016). Health is a critical component of these factors, significantly impacting overall satisfaction. When employees feel healthy and physically at ease, they are more likely to maintain focus, experience reduced fatigue, and perform tasks with greater efficiency. This principle has been effectively implemented at McDonald's, where employees have reported that the company offers comprehensive health insurance, readily accessible health facilities, a clean work environment, and adequate rest periods. This demonstrates McDonald's commitment to supporting occupational health, which ultimately fosters enhanced work enthusiasm and productivity.

In addition to health, workplace safety is a crucial factor in safeguarding employee lives, enhancing productivity, and fostering a positive organizational culture. Workplace safety serves as a foundational element in establishing a secure work environment. McDonald's has implemented various measures to prioritize employee safety, including conducting safety training, ensuring the security of tools utilized, and establishing procedures to minimize workplace accidents. Furthermore, McDonald's has adapted its policies and standards, incorporating the installation of CCTV in each outlet, consistently prioritizing employee cleanliness and sanitation, and providing a reporting mechanism for any threats to employee safety.

McDonald's upholds rigorous standards in ensuring the health and safety of its employees, particularly in relation to food hygiene. During the orientation process, each employee undergoes training in food safety through comprehensive educational programs, including webinars that address food quality, safety standards, cleanliness, and sanitation. Furthermore, McDonald's enforces stringent protocols for food handling, such as mandating the replacement or washing of cooking utensils every four hours, cleaning work tables and serving areas hourly, and utilizing distinct gloves – blue for raw ingredients and clear for cooked food – to prevent cross-contamination. These measures reflect McDonald's dedication to fostering a hygienic and safe work environment for both employees and customers. Through these initiatives, McDonald's has established numerous methods to ensure the safety of its workforce.

Performance can be defined as the outcomes produced by an employee, evaluated in terms of both quality and quantity, in alignment with assigned responsibilities (Mangkunegara, 2004). Correspondingly, performance is perceived as a manifestation of individual achievement in fulfilling work obligations (As'ad, 2001). McDonald's acknowledges the critical role of employee performance in facilitating company operations.

Consequently, McDonald's offers various resources to enhance employee performance, including the implementation of regulations pertaining to occupational health and safety. The enforcement of occupational health and safety measures significantly impacts the enhancement of employee performance (Rohmah & Widiartanto, 2020). The improvement of employee performance at McDonald's is achieved through the provision of adequate resources, such as training for each employee, the establishment of company policy standards, professionalism, and the delivery of constructive feedback aimed at fostering continuous performance enhancement. Nevertheless, employee performance ultimately relies on the contributions of individuals and team members during their work.

CONCLUSION AND SUGGESTIONS

Based on the data collected from a closed questionnaire completed by 56 respondents, it can be concluded that occupational health and safety significantly influence the performance of McDonald's employees. The results indicate that the majority of employees are aged between 21 and 30 years, have a work experience of 1 to 3 years, reside in the Jabodetabek area, and possess a high school or equivalent education. Furthermore, the respondents' selections regarding health, safety, and performance reveal that McDonald's employees express considerable satisfaction with the health and safety facilities provided during their employment. In terms of health, McDonald's has effectively established adequate health provisions, including a clean work environment, a workload that does not adversely affect physical and mental well-being, and sufficient rest periods. This is evidenced by the quantitative data, where 56 respondents, on average, selected a satisfaction scale of 4 and 5, indicating contentment with the health facilities offered. Additionally, McDonald's prioritizes employee safety through job training, programs on safe food handling, ensuring the safety of kitchen equipment, and providing emergency procedures to minimize workplace accidents. These two dimensions undoubtedly impact employee performance, as McDonald's consistently ensures that employees comprehend their duties and responsibilities, receive guidance and feedback, adhere to standards, and maintain professionalism in their roles. This commitment is reflected in the average selection of a scale of 5 and 6 by 50 respondents, indicating "somewhat agree" and "strongly agree." Overall, McDonald's has effectively established a healthy and safe working environment for its employees, as evidenced by the high levels of professional performance exhibited in the workplace. In the fast food sector, where rapid service and demanding hours are the norm, the management of occupational health and safety is a fundamental responsibility of the company. Ensuring employee health and safety not only safeguards their well-being but also positively influences their ability to provide comfort and satisfaction to customers. When employees feel secure and healthy in their roles, their productivity and enthusiasm are enhanced. Conversely, neglecting employee health and safety can lead to diminished performance characterized by lethargy and carelessness. Therefore, prioritizing employee health, safety, and performance is crucial for companies, particularly given that employees are vital assets for the sustainability of operations.

The findings of this study suggest that employee health and safety significantly impact performance at McDonald's. Nevertheless, the responses indicating scales 3 and 4 reveal that the health and safety provisions at McDonald's remain suboptimal. Consequently, several implications can be drawn as follows:

1. The Necessity for Standardization of Health and Safety Protocols. As a global entity, McDonald's is required to uphold rigorous food safety and health standards. The

- enforcement of these standards must be uniformly applied across all locations, including those in developing nations or remote regions, to preserve product quality and customer confidence. McDonald's must guarantee that all outlets adhere to the same stringent protocols concerning kitchen sanitation, safety, and employee health.
2. Standard Operating Procedures, particularly those related to health and safety, must be rigorously enforced and consistently applied across all branches to ensure uniformity in service, product quality, and operational efficiency. The enforcement of SOPs also plays a crucial role in upholding McDonald's brand image as an organization that prioritizes professionalism and quality.
 3. Regular Inspection and Training. McDonald's is required to conduct regular inspections and training sessions each quarter to ensure that employees comprehend and adhere to standard operating procedures (SOPs) and cleanliness standards. These inspections are performed by both internal and external teams to guarantee compliance and facilitate continuous improvement.
 4. Fostering a positive corporate culture. A constructive and healthy corporate culture must be established and embraced by every McDonald's partner. This initiative seeks to encourage employees to be more receptive to their colleagues. Openness and positive attributes can yield numerous benefits, including enhanced communication, increased accountability for work and environmental conditions, and support for the mental well-being and performance of employees.

Furthermore, the presence of adequate health and safety facilities significantly influences various other dimensions. This research can enhance theoretical frameworks within the realm of human resource management, particularly concerning the correlation between employee health and safety and performance levels. The findings of this study substantiate the theory that occupational health and safety positively affect work performance and effectiveness, aligning with Maslow's model of basic needs theory. According to this theory, the fulfillment of fundamental employee needs, including occupational health and safety, enhances their work motivation. Consequently, when these needs are addressed through robust occupational health and safety policies, employees are likely to feel valued and protected, resulting in elevated performance levels.

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