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The Impact of Occupational Safety, Workload, and Compensation on Employee Job Satisfaction in the Mining Industry: A Case Study of PT BCKA

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Abstract
This study investigates the impact of workplace safety, workload, and compensation on employee job satisfaction at PT BCKA, a prominent mining company in Indonesia. Employee job satisfaction is essential for fostering productivity, loyalty, and retention, which are critical in maintaining operational excellence in high-risk industries like mining. The research adopts a quantitative descriptive approach and employs multiple linear regression analysis to assess data collected from 91 employees through stratified random sampling. Data was gathered using a structured questionnaire containing 40 items measuring workplace safety, workload, compensation, and job satisfaction. Instrument reliability and validity were confirmed using Cronbach's Alpha and Pearson correlation. The findings indicate that workplace safety, workload, and compensation significantly influence employee job satisfaction, explaining 93% of its variance ($R^2 = 0.93$). Workplace safety positively impacts satisfaction, emphasizing the importance of secure work environments, while workload exhibits a negative effect, highlighting the need for balanced task allocation to mitigate stress. Compensation positively correlates with satisfaction, underscoring the value of equitable and competitive remuneration systems. Among these factors, workload is identified as the most dominant, reflecting its critical role in shaping employee satisfaction. This study offers practical insights into improving job satisfaction at PT BCKA. It recommends enhancing workplace safety protocols, optimizing workload distribution, and implementing transparent and fair compensation systems. Although the study focuses on a single mining company, future research could expand its scope to other industries and incorporate additional variables, such as career development and organizational culture, to provide a comprehensive understanding of job satisfaction.

Keywords: *Compensation, Job Satisfaction, Workload, Workplace Safety*.

I. INTRODUCTION

In today's globalized economy, organizations face increasing challenges in managing human resources effectively. Employee satisfaction is a critical factor influencing productivity, efficiency, and long-term organizational success (Quarder, 2024). Research has consistently shown that satisfied employees contribute positively to company performance, reduce turnover rates, and foster a more collaborative work environment (Nguyen & Pham, 2022). Among the many factors affecting employee satisfaction, occupational safety, workload, and compensation have been widely recognized as key determinants (Lee & Kim, 2022).

Occupational safety is essential in labor-intensive industries, particularly in mining, where workers are exposed to hazardous conditions daily. Poor safety regulations can lead to increased workplace accidents, absenteeism, and overall dissatisfaction (Ahmad et al., 2024). Meanwhile, workload management plays a crucial role in maintaining a healthy work-life balance for employees. Excessive workload often results in burnout and decreased morale, while under-utilization can lead to disengagement (Brown et al., 2019). Furthermore, compensation, both financial and non-financial, is a primary motivator for employees, influencing their commitment and productivity (Zhang & Li, 2022). These three factors collectively shape the work environment and significantly impact employee job satisfaction.

PT BCKA, a mining company established in 1992 and based in Semarang, Indonesia, faces significant challenges in ensuring employee satisfaction. With 117 employees at the Silayur

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mining site, the company operates in a high-risk industry where safety, workload, and compensation are major concerns. Recent internal reports indicate that employees frequently bypass safety measures due to discomfort, potentially increasing workplace risks. Additionally, unpredictable work hours—sometimes extending beyond standard shifts—have contributed to fatigue and declining morale among workers.

Employee satisfaction has been widely studied across different industries, with numerous studies emphasizing the impact of safety, workload, and compensation on overall job satisfaction. Occupational safety remains a fundamental aspect of human resource management, particularly in high-risk industries like mining. Studies have demonstrated that comprehensive safety programs reduce workplace injuries and enhance employee well-being (Smith et al., 2020). In contrast, workplaces with inadequate safety protocols often report higher accident rates and increased turnover (Ali & Hassan, 2020).

The workload has also been identified as a crucial determinant of employee satisfaction. Excessive workload can lead to work-related stress, burnout, and even health complications, significantly affecting job satisfaction (Johnson, 2021). Research has shown that organizations with well-balanced workload management strategies report lower stress levels and higher job satisfaction among employees (Rahman & Iqbal, 2023). Furthermore, studies on mining industries highlight that physically demanding jobs, coupled with long working hours, increase fatigue and negatively impact performance (Balogun & Smith, 2020).

Compensation is another vital factor influencing employee motivation and satisfaction. Brown et al. (2019) found that fair compensation structures increase employee retention and engagement. Competitive salaries, incentives, and benefits contribute to a positive work environment, reducing dissatisfaction and improving performance (Lee & Park, 2021). Research also suggests that non-financial compensation, such as career development opportunities and recognition programs, significantly enhance employee motivation and loyalty (Tan & Zain, 2023). Moreover, PT BCKA employees have raised concerns regarding compensation policies. For example, despite extended work hours during peak demand periods, meal allowances remain unchanged, leading to dissatisfaction. This situation has resulted in reduced motivation and lower engagement, which could ultimately affect overall productivity. Given the significance of these issues, a deeper investigation is needed to evaluate how occupational safety, workload, and compensation influence employee satisfaction at PT BCKA.

Despite extensive research on job satisfaction, studies focusing on the mining sector, particularly in Indonesia, remain limited. While existing literature establishes strong relationships between safety, workload, and compensation with job satisfaction, the specific context of PT BCKA provides a unique case for further exploration. Many studies focus on large-scale mining corporations with significant financial resources for employee welfare (Martinez & Santos, 2020). However, smaller mining firms, such as PT BCKA, often face budget constraints that limit their ability to implement optimal compensation and safety programs. Additionally, previous research has primarily examined workload effects in manufacturing or service industries, with limited attention given to physically demanding sectors like mining (Lund et al., 2024).

Moreover, while numerous studies have highlighted the importance of compensation, few have explored how inconsistencies in reward structures, such as unchanged allowances despite extended working hours, influence satisfaction levels. Understanding how these factors interact in the mining sector can provide valuable insights for organizational decision-making, particularly in developing economies.

Given the challenges, this study aims to analyze the effects of occupational safety, workload, and compensation on employee satisfaction at PT BCKA. The specific research objectives include:

1. To examine the impact of occupational safety on employee satisfaction at PT BCKA.
2. To analyze how workload influences employee satisfaction in the mining industry.
3. To assess the role of compensation in determining employee motivation and job satisfaction.
4. To identify which of these three factors has the most significant impact on employee satisfaction at PT BCKA.

The contributions of this study are twofold. First, it provides empirical evidence on employee satisfaction determinants in the mining sector, addressing a research gap in the Indonesian context. Second, the findings can assist PT BCKA and similar companies in formulating policies that enhance worker well-being, potentially improving productivity and reducing turnover rates. By examining these factors comprehensively, this study aims to offer practical recommendations for improving employee satisfaction in labor-intensive industries.

II. LITERATURE REVIEW

1. Employee Satisfaction and Its Determinants

Employee satisfaction is a crucial aspect of human resource management, influencing organizational productivity, employee retention, and workplace morale (Quarder, 2024). It refers to the extent to which employees feel content and fulfilled with their jobs, considering various factors such as work conditions, compensation, workload, and organizational culture (Brown et al., 2019). Companies with high levels of job satisfaction tend to have lower turnover rates and higher performance levels, as employees feel motivated to contribute positively to their organizations (Lee & Park, 2021).

Several theories explain employee satisfaction, including Herzberg's Two-Factor Theory, which classifies job satisfaction into two categories: motivators and hygiene factors (Herzberg, 1966). Motivators include career growth opportunities and recognition, while hygiene factors include salary, work environment, and job security. Similarly, Adams' Equity Theory suggests that employee satisfaction is influenced by the perception of fairness in compensation and treatment (Adams, 1965). If employees perceive inequality in effort and reward distribution, dissatisfaction arises, leading to lower productivity and higher absenteeism (Zhang & Li, 2022).

The mining industry presents unique challenges in maintaining employee satisfaction due to its physically demanding nature and hazardous work environments (Balogun et al., 2020). Ensuring safe working conditions, balanced workload distribution, and fair compensation structures is critical for sustaining high levels of employee satisfaction in this sector (Nguyen et al., 2020). Addressing these aspects effectively can lead to increased motivation, better organizational commitment, and overall improved job performance (Ahmad et al., 2024).

2. Occupational Safety and Employee Satisfaction

Occupational safety is a fundamental requirement in industries with high physical risks, such as mining, construction, and manufacturing (Smith et al., 2020). A safe workplace ensures employees' physical and mental well-being, reducing workplace injuries, absenteeism, and turnover rates (Ali & Hassan, 2020). Companies with effective safety programs tend to have higher employee satisfaction, as workers feel valued and protected (Lee & Kim, 2022).

Studies show a significant correlation between workplace safety and job satisfaction. According to research by Sanmiquel et al. (2014), implementing strict safety measures in high-risk

industries reduces accident rates and fosters a positive work environment. Companies that neglect occupational safety often experience high accident-related costs, employee dissatisfaction, and productivity loss (Widyantari & Harini, 2020). In mining, ensuring the proper use of personal protective equipment (PPE), safety training, and emergency preparedness is essential for maintaining a safe working environment (Koffuor et al., 2012).

Additionally, organizational culture plays a significant role in workplace safety. Employees are more likely to adhere to safety protocols when management prioritizes safety policies and actively enforces compliance (Usman et al., 2018). A study by Nguyen & Pham (2022) found that companies with a strong safety culture experienced lower accident rates and higher employee engagement. Therefore, PT BCKA and similar organizations must emphasize workplace safety to enhance employee satisfaction and retention.

3. Workload and Its Effects on Employee Satisfaction

Workload is another key determinant of job satisfaction, particularly in labor-intensive industries like mining (Johnson, 2021). An optimal workload ensures that employees remain productive without experiencing excessive stress or burnout (Brown et al., 2019). Overburdening employees with excessive tasks leads to fatigue, decreased job satisfaction, and higher absenteeism rates (Rahman & Iqbal, 2023). Conversely, an unchallenging workload may result in boredom and disengagement, reducing overall productivity (Balogun & Smith, 2020).

In the mining industry, workload issues are more pronounced due to physical exertion, extended working hours, and tight production schedules (Chua et al., 2023). Research indicates that miners often work beyond standard shifts, leading to physical and mental exhaustion (Lund et al., 2024). Prolonged exposure to physically demanding tasks without adequate rest can result in chronic fatigue and decreased cognitive performance, ultimately affecting safety and job satisfaction (Smith et al., 2023).

Effective workload management is crucial in preventing burnout. Strategies such as task delegation, adequate rest periods, and flexible scheduling have been shown to improve job satisfaction and performance (Lee & Park, 2021). For companies like PT BCKA, balancing workload distribution and ensuring reasonable work shifts can help sustain employee morale and engagement, leading to better long-term productivity.

4. Compensation and Job Satisfaction

Compensation plays a vital role in determining employee satisfaction, motivation, and retention (Lee & Kim, 2022). Competitive compensation packages, including salaries, bonuses, and benefits, directly impact on employees' financial security and motivation to perform (Zhang & Li, 2022). Research has consistently shown that organizations offering fair and transparent compensation structures experience higher job satisfaction and lower turnover rates (Martinez & Santos, 2020).

Direct and indirect compensation significantly affect employees' perceptions of workplace fairness (Quarder, 2024). Direct compensation includes wages and salaries, while indirect compensation includes health benefits, retirement plans, and career development opportunities (Tan & Zain, 2023). According to Brown et al. (2019), employees who feel adequately compensated demonstrate greater commitment and productivity. On the contrary, inadequate compensation can lead to dissatisfaction, reduced motivation, and increased turnover intentions (Nguyen & Pham, 2022).

In the mining sector, compensation issues often arise due to inconsistent reward structures, lack of overtime pay, and inadequate financial incentives (Ali & Hassan, 2020). For instance, in PT BCKA, employees have reported dissatisfaction regarding stagnant meal allowances despite increased working hours. Addressing these concerns through a more equitable compensation system can enhance job satisfaction and improve workforce stability (Widyantari & Harini, 2020).

5. Theoretical Framework and Hypotheses Development

Several theories provide a framework for understanding the relationship between occupational safety, workload, compensation, and job satisfaction. One of the most widely used theories is Maslow's Hierarchy of Needs, which suggests that employees prioritize safety and financial security before achieving higher-order needs such as recognition and self-actualization (Maslow, 1943). Ensuring a safe work environment and fair compensation aligns with employees' basic needs, leading to greater satisfaction (Ahmad et al., 2024).

Another relevant framework is the Job Demand-Resources (JD-R) Theory, which highlights how excessive job demands (e.g., heavy workload) deplete employees' physical and psychological resources, leading to burnout and dissatisfaction (Kostelićet al., 2024). However, adequate job resources, such as safety programs and fair compensation, can buffer the negative impact of job demands and enhance employee engagement (Rahman & Iqbal, 2023).

Based on these theoretical perspectives, this study proposes the following hypotheses:

- H1: Occupational safety positively influences employee satisfaction.
- H2: Excessive workload negatively affects employee satisfaction.
- H3: Fair compensation positively impacts employee satisfaction.
- H4: Among occupational safety, workload, and compensation, workload has the most significant impact on employee satisfaction in the mining sector.

III. RESEARCH METHOD(S)

A. Research Design

This study adopts a quantitative research approach with a descriptive and explanatory design to examine the effects of occupational safety, workload, and compensation on employee satisfaction at PT BCKA. The study aims to identify relationships between these factors and determine which variable has the most significant impact. A cross-sectional survey method is applied, where data is collected at a single point in time, allowing for an analysis of existing conditions without longitudinal tracking. The research is conducted as a case study at PT BCKA, a mining company operating in Indonesia. Mining is a labor-intensive industry where worker safety, workload balance, and fair compensation are critical. Therefore, this study provides practical insights relevant to both PT BCKA and other similar industries.

B. Population and Sample

The population for this study consists of all employees working at PT BCKA's Silayur mining site, totaling 117 employees. These employees have various roles, including supervisors, machine operators, drivers, mechanics, and general workers. Given the need for fair representation across these categories, Stratified Random Sampling is employed to ensure proportional selection. To determine the appropriate sample size, Slovin's formula is used (1).

$$\boldsymbol{n = \frac{N}{1 + N \cdot e^2}} \qquad (1)$$

Where N=117 (total population) and e=0.05 (margin of error at 95% confidence level). The calculation results in 91 employees being selected as respondents. This sample size ensures a sufficient representation of different job roles while maintaining statistical robustness.

C. Data Collection Techniques

Primary data is collected using structured questionnaires distributed in both physical and digital formats to accommodate accessibility constraints. The questionnaire is designed to cover key factors influencing employee satisfaction, including occupational safety, workload, and compensation. Additionally, secondary data is gathered from company reports, policy documents, and previous research studies related to employee management in the mining sector. This combination of primary and secondary data strengthens the study's reliability and contextual accuracy.

D. Measurement of Variables

The study focuses on four primary variables: occupational safety, workload, compensation, and employee satisfaction. These variables are measured using a 5-point Likert scale, where responses range from 1 (Strongly Disagree) to 5 (Strongly Agree). Occupational safety refers to the extent to which employees perceive their work environment as safe, including factors such as the availability of protective equipment, compliance with safety regulations, and training effectiveness. Workload measures the intensity of work demands, shift duration, and work-life balance. Compensation encompasses both financial and non-financial rewards, including salary, incentives, benefits, and fairness of pay structures. Employee satisfaction is evaluated based on employees' overall contentment with their job roles, work environment, and career growth opportunities.

E. Data Analysis Techniques

The study employs descriptive and inferential statistical analyses to interpret the collected data. Descriptive statistics summarize response trends using means, standard deviations, and frequency distributions. For validity testing, Pearson's correlation test is applied, where an item is considered valid if its correlation coefficient exceeds 0.30. Reliability is assessed using Cronbach's Alpha, with a threshold of $\alpha > 0.70$ indicating acceptable internal consistency. Before conducting regression analysis, classical assumption tests are performed. The normality test (Kolmogorov-Smirnov) ensures that the data distribution is normal. Multicollinearity is checked through the Variance Inflation Factor (VIF), ensuring no strong correlation among independent variables. Heteroscedasticity testing (Glejser test) confirms that variance remains consistent across observations. The core analytical method used is multiple linear regression analysis, modeled as (2).

$$Y = a + b1X1 + b2X2 + b3X3 + e \quad (2)$$

Where:

- Y represents employee satisfaction(dependent variable)
- a is the regression constant
- $b_1 + b_2 + b_3$ are regression coefficients
- X_1 is occupational safety
- X_2 is workload
- X_3 is compensation
- e represents the error term

F. Hypothesis Testing

Hypothesis testing is conducted through two main approaches. First, an F-test (simultaneous significance test) is used to determine whether all independent variables collectively influence

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employee satisfaction. If the significance level is below 0.05, the model is deemed valid. Second, a T-test (partial significance test) examines the individual impact of each independent variable on employee satisfaction. The study also calculates the Coefficient of Determination (R^2) to measure the proportion of variance in employee satisfaction explained by occupational safety, workload, and compensation. A higher (R^2) value indicates a stronger explanatory power of the independent variables.

G. Research Hypotheses

Based on the literature review and theoretical framework, the study tests the following hypotheses:

- H1: Occupational safety positively influences employee satisfaction.
- H2: Excessive workload negatively affects employee satisfaction.
- H3: Fair compensation positively impacts employee satisfaction.
- H4: Among occupational safety, workload, and compensation, workload has the most significant effect on employee satisfaction in the mining industry.

H. Research Ethics

This study adheres to ethical research guidelines, ensuring voluntary participation and obtaining informed consent from all respondents. Confidentiality and anonymity are strictly maintained to protect participants' personal information. Additionally, data integrity is upheld by employing unbiased data collection and analysis methods. The research process also complies with PT BCKA's internal regulations to prevent operational disruptions.

IV. RESULT/FINDINGS AND DISCUSSION

Results

A. Respondent Demographics

The study involved 91 employees from PT BCKA, representing different job roles, including supervisors, operators, drivers, and mechanics. The demographic profile includes age, years of service, job role, and education level. A majority (57%) of respondents were aged between 30-40 years, while 28% were in the 20-30 years range, and the remaining 15% were over 40 years. In terms of years of service, 42% of employees had been working for over 10 years, while 35% had between 5-10 years of experience, and 23% had less than 5 years. Job role distribution showed that machine operators and drivers made up the largest segment (46%), followed by mechanics (22%), and supervisors (18%). Most employees held a high school diploma (65%), while 25% had a vocational education background, and 10% had a bachelor's degree. These demographic characteristics provide context for understanding variations in employee satisfaction levels.

B. Validity and Reliability Testing

Before conducting regression analysis, validity, and reliability tests were performed on the questionnaire items. In the validity test, Pearson's correlation coefficient was used to assess the construct validity of each questionnaire item. The results showed that all items had a correlation coefficient (r-value) greater than 0.30, indicating that all items were valid and effectively measured their respective constructs. In the reliability test, Cronbach's Alpha test was conducted to determine internal consistency. The results are shown in table 1. All variables exceeded the acceptable threshold of $\alpha > 0.70$, confirming the reliability of the measurement instruments.

Table 1 Summary Reliability Test

Variable	Cronbach's Alpha	Reliability Status
Workplace Safety (X_1)	0,768	Reliable
Workload (X_2)	0,775	Reliable

Compensation (X_3)	0,724	Reliable
Job Satisfaction (Y)	0,703	Reliable

C. Descriptive Statistic

The descriptive analysis provides an overview of employee perceptions regarding occupational safety, workload, compensation, and job satisfaction. In terms of occupational safety, employees generally agreed that safety policies were in place but noted inconsistent adherence to safety protocols, resulting in a mean score of 3.85, indicating moderate satisfaction. Regarding workload, responses suggested that heavy workload and extended working hours were common concerns, with a mean score of 3.32, reflecting moderate-to-low satisfaction. In the aspect of compensation, employees expressed dissatisfaction with salary adjustments and meal allowances, leading to a mean score of 3.21, indicating low satisfaction in this area. Overall, employee job satisfaction was recorded at a mean score of 3.45, suggesting moderate satisfaction, although workload and compensation were identified as key factors negatively impacting their overall experience.

D. Classical Assumption Testing

Before conducting regression analysis, three classical assumption tests were performed to ensure the model met statistical requirements. The normality test using the Kolmogorov-Smirnov test yielded a significance value of 0.055 (>0.05), indicating that the data was normally distributed. The multicollinearity test showed that the Variance Inflation Factor (VIF) values for all independent variables were below 10, confirming the absence of multicollinearity. Additionally, the heteroskedasticity test using the Glejser test indicated that all significance values were above 0.05, suggesting homoscedasticity. Since the data met all the necessary statistical assumptions, regression analysis was conducted.

E. Regression Analysis

Multiple linear regression was used to determine the effect of occupational safety (X_1), workload (X_2), and compensation (X_3) on employee satisfaction (Y). The regression equation obtained was:

$$Y = 1.245 + 0.372X_1 - 0.417X_2 + 0.359X_3 + \in$$

The regression equation $Y = 1.245 + 0.372X_1 - 0.417X_2 + 0.359X_3 + \epsilon$ explains the relationship between occupational safety, workload, compensation, and employee satisfaction. X_1 (Occupational Safety) has a positive coefficient (0.372), indicating that better safety conditions lead to higher employee satisfaction. Conversely, X_2 (Workload) has a negative coefficient (-0.417), meaning that excessive workload significantly reduces satisfaction levels. Meanwhile, X_3 (Compensation) has a positive coefficient (0.359), suggesting that better compensation enhances job satisfaction. The R^2 value of 0.684 indicates that 68.4% of the variation in employee satisfaction can be explained by these three factors: occupational safety, workload, and compensation.

F. Hypothesis Testing

To assess the significance of each variable, F-tests and T-tests were conducted. The F-test (Simultaneous Test) yielded an F-statistic value of 465.5 with a significance level of 0.019 (<0.05), confirming that occupational safety, workload, and compensation collectively influence employee satisfaction. Meanwhile, the T-test (Partial Test) was performed to evaluate the individual impact of each independent variable, with the results presented in Table 2.

Table 2 Summary of T-test

Dimension	T Parsial test	Dependent Variable	Limitation	Result

Workplace Safety (X_1)	3,697			supported
Workload (X_2)	4,246	Job Satisfaction	1.662	supported
Compensation (X^3)	1,892			supported

- H1 is supported: Occupational safety significantly affects employee satisfaction ($p < 0.05$).
- H2 is supported: Workload negatively impacts employee satisfaction ($p < 0.05$).
- H3 is supported: Compensation has a significant positive impact on employee satisfaction ($p < 0.05$).
- H4 is confirmed: Workload has the highest negative impact among all factors ($\beta = 4,246$), making it the most critical determinant of employee dissatisfaction.

Among these factors, workload emerged as the most dominant, emphasizing the importance of balancing job demands with employee capacity.

Discussion

The findings of this study reveal that workload has the most substantial negative impact on employee satisfaction at PT BCKA. Employees report that extended work hours, high physical exertion, and demanding job tasks contribute to stress, fatigue, and decreased morale. This aligns with previous studies highlighting that excessive workload reduces motivation, increases turnover intentions, and negatively affects overall job performance (Brown et al., 2019; Rahman & Iqbal, 2023). Given the physically intensive nature of mining operations, these results underscore the critical need for workload management strategies, such as fair task distribution, optimized shift schedules, and ensuring adequate rest periods.

Occupational safety has a significant positive impact on employee satisfaction, indicating that employees highly value a secure and risk-free working environment. However, observational findings suggest that adherence to safety protocols remains inconsistent, with some workers neglecting personal protective equipment (PPE) usage due to discomfort. This behavior raises serious long-term risks, both in terms of workplace accidents and regulatory compliance. These findings align with prior research emphasizing the importance of a strong safety culture, proactive risk management, and effective safety training programs (Ali & Hassan, 2020; Lee & Kim, 2022). PT BCKA must reinforce stricter enforcement of safety policies through periodic training, monitoring, and disciplinary measures to ensure a safer work environment.

Compensation also plays a crucial role in shaping employee satisfaction, with dissatisfaction primarily arising from the lack of overtime pay adjustments, stagnant meal allowances, and perceived unfairness in salary distribution. This supports prior research showing that fair and transparent compensation policies directly influence job motivation, engagement, and employee retention (Zhang & Li, 2022; Lee & Park, 2021). Competitive remuneration, along with additional financial and non-financial incentives, has been proven to enhance productivity, foster loyalty, and improve overall workforce stability (Martinez & Santos, 2020). Therefore, PT BCKA should reevaluate its compensation policies, ensuring that employee remuneration reflects job demands and industry standards.

Implications and Contributions

The implications of this study are relevant both in theoretical and practical contexts. Theoretically, this research contributes to the growing body of literature on employee satisfaction determinants in the mining sector, particularly in developing economies such as Indonesia. While existing research largely focuses on large multinational mining corporations, this study provides valuable insights into the challenges faced by mid-sized mining firms in balancing worker well-being and operational efficiency. By demonstrating the varying impacts

of workload, safety, and compensation on job satisfaction, this research adds depth to discussions on human resource management in high-risk industries.

From a practical standpoint, these findings provide actionable recommendations for PT BCKA and similar organizations operating in labor-intensive industries. Companies should consider implementing employee-centric policies, including workload adjustments, stricter safety enforcement, and competitive compensation structures, to enhance job satisfaction and retention. Furthermore, regulatory bodies and policymakers can utilize these findings to refine occupational health and labor regulations in the mining sector, ensuring worker protection while maintaining industry productivity.

Limitations of the Study

Despite its contributions, this study has several limitations. First, the cross-sectional research design only captures employee perceptions at a single point in time, limiting insights into long-term trends and behavioral shifts. Future studies could adopt a longitudinal approach to track changes in employee satisfaction over time. Second, this study focuses solely on PT BCKA, which may limit its generalizability to other mining companies with different operational structures, locations, or workforce compositions. Expanding the research scope to multiple mining firms across different regions would enhance the study's applicability. Lastly, while quantitative methods provide statistical robustness, incorporating qualitative approaches (such as employee interviews or focus group discussions) could offer deeper insights into worker experiences and motivations.

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

This study investigated the influence of occupational safety, workload, and compensation on employee satisfaction at PT BCKA. The findings indicate that workload is the most significant factor negatively affecting employee satisfaction, followed by compensation and occupational safety. Employees reported concerns regarding high work intensity, lack of rest periods, and extended working hours, highlighting the urgent need for workload optimization. Additionally, while occupational safety positively impacts job satisfaction, inconsistencies in safety compliance and enforcement remain challenges. Lastly, compensation policies require significant revision, as employees perceive current remuneration structures to be inadequate and misaligned with job demands.

B. Recommendations for PT BCKA

Based on the findings, PT BCKA should implement the following strategies to improve employee satisfaction:

- Workload Optimization: Introduce better shift scheduling, task rotation, and periodic breaks to prevent burnout and fatigue.
- Strengthened Safety Regulations: Enhance monitoring, compliance checks, and training programs to ensure employees consistently follow safety protocols.
- Compensation Adjustments: Revise salary structures, introduce performance-based bonuses, and reevaluate meal and overtime allowances to reflect industry standards.
- Employee Engagement Programs: Foster open communication channels, regular feedback sessions, and career development opportunities to improve overall job satisfaction.

C. Future Research Directions

Future studies can build upon these findings by exploring additional variables influencing employee satisfaction, such as leadership styles, organizational culture, and job autonomy. Additionally, investigating how technological advancements (e.g., automation and AI-driven safety systems) impact employee workload and satisfaction in the mining sector could provide valuable insights. A comparative study across multiple mining companies would also help generalize findings and highlight industry-wide best practices. By addressing these areas, future research can further enrich our understanding of employee satisfaction dynamics in high-risk industries and support more effective HR management policies.

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