

Workplace Environment and Islamic Ethics as Foundations for Field Performance: Lingkungan Kerja dan Etika Islam sebagai Landasan Kinerja di Lapangan

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General Background: In the digital era, employee performance is critical to the sustainability of organizations, particularly in sectors such as telecommunications. **Specific Background:** At PT Telkom Kedaton Branch, field employees face high-risk environments that demand optimal performance supported by conducive workplace conditions. **Knowledge Gap:** While previous studies have examined physical factors affecting performance, few have integrated ethical dimensions rooted in Islamic business principles. **Aims:** This study aims to investigate the influence of workplace environment, occupational safety, and health on employee performance through a holistic framework incorporating Islamic values. **Results:** Using multiple linear regression with 49 respondents, findings show that workplace environment has the strongest influence, followed by occupational safety and health, all of which significantly improve employee performance. **Novelty:** This research uniquely integrates Islamic business ethics—such as justice, trustworthiness, and social benefit—into occupational safety and health analysis, offering a spiritually grounded approach to human resource management. **Implications:** The study suggests that organizations, especially in high-risk sectors, should adopt ethical, holistic policies that integrate spiritual values to enhance employee well-being, satisfaction, and organizational resilience.

Highlight :

- The workplace environment has the strongest influence on employee performance.
- Safety and health programs contribute positively, though to a lesser extent.
- Islamic business values enrich workplace practices and employee well-being.

Keywords : Workplace Environment, Occupational Safety, Health, Employee Performance, Islamic Business Perspective

INTRODUCTION

In the rapidly evolving digital era, technology has played a crucial role across various industrial sectors, including telecommunications. Large telecommunications companies like PT. Telkom Indonesia have relied on technology to enhance operational efficiency and provide the best services for their customers. Today, technology is no longer just a tool, but has become the core of the

company's strategy to ensure faster, more reliable, and more affordable services [1], [2], [3]. As part of the largest telecommunications company in Indonesia, PT. Telkom offers a variety of services, including fixed telephone, cellular services through Telkomsel, internet services with IndiHome, as well as data and IT solutions. All of these services require employees, especially those working in the field, to play a crucial role in ensuring the smooth operation of the company. Field employees are responsible for the installation and maintenance of networks, which directly affect the quality of service provided to customers. Therefore, the performance of field employees becomes a key factor in PT. Telkom's success in meeting the demands of a competitive market and maintaining the company's reputation [4], [5].

However, despite the company's implementation of various policies and regulations, issues related to the workplace environment, occupational safety, and health often remain significant challenges. For instance, field employees at PT. Telkom Kedaton Branch in Bandar Lampung face various high-risk conditions related to challenging physical environments, such as extreme weather, difficult terrain, and exposure to hazardous elements. This indicates that greater attention to the safety, health, and overall workplace environment of employees is necessary to ensure they can work optimally and productively. The company must ensure that both the physical and mental well-being of field employees is well-maintained to support their motivation and performance. A positive workplace environment can motivate employees to perform better and enhance their performance, while poor working conditions can reduce their morale and productivity [6], [7].

Previous studies have shown that a conducive workplace environment significantly affects employee performance. Raziq & Maulabakhsh stated that comfortable physical conditions, such as adequate facilities and positive interpersonal relationships, contribute to better employee performance [8]. Additionally, guaranteed occupational safety can reduce accident rates and increase work productivity [9]. Occupational health also plays a significant role in reducing absenteeism and improving employee performance, as healthy employees tend to be more productive in carrying out their tasks [10]. However, most existing research has focused more on physical aspects and has not integrated these factors with ethical values in business, particularly from the perspective of Islamic business principles. This represents a gap that needs further exploration, as Islamic business principles such as justice, trustworthiness, and social responsibility can make a significant contribution in creating a supportive workplace environment that enhances employee performance.

Despite the recognition of workplace environment, safety, and health as critical elements in enhancing employee performance, most prior research has tended to adopt a technocratic perspective, emphasizing measurable physical or procedural aspects. These studies often overlook the ethical and spiritual dimensions that influence employee well-being and motivation. There is a noticeable gap in how workplace challenges are addressed holistically—particularly the lack of integration between occupational safety and ethical frameworks grounded in religious values. This oversight limits the development of comprehensive management models that account for both physical risks and moral-spiritual responsibilities in organizations, especially in majority-Muslim contexts such as Indonesia.

This study aims to fill the gap in the existing literature by integrating Islamic business principles in examining the impact of workplace environment, occupational safety, and health on employee performance. Unlike previous studies, which generally treat these factors in isolation, this research attempts to link all three within a holistic framework. This approach not only assesses the physical impact on performance but also considers the Islamic ethical values that promote the creation of a just, safe, and healthy workplace environment for employees. Furthermore, this study focuses on the telecommunications sector in Indonesia, specifically at PT. Telkom Kedaton Branch in Bandar Lampung, a context that has not been widely explored in human resource management studies within this industry. Thus, this research not only contributes to the field of human resource management but also introduces a new approach to managing occupational safety and health through Islamic principles.

The novelty of this study lies in its holistic approach that bridges human resource management and Islamic ethical values within the domain of occupational safety and health. By positioning Islamic business principles—such as justice (*al-'adl*), trustworthiness (*amanah*), and social benefit (*maslahah*)—as integral components in managing workplace dynamics, this research introduces a unique framework applicable to telecommunications and other high-risk industries. This integrative lens not only enriches theoretical discourse in human resource and organizational studies but also provides practical insights for policymakers and business leaders seeking value-driven, ethically grounded workplace strategies.

The hypothesis proposed in this study is that a conducive workplace environment, guaranteed occupational safety, and effective health programs collectively have a positive impact on the performance of field employees at PT. Telkom Kedaton Branch. Additionally, the application of Islamic business principles such as justice, trustworthiness, and benefit is expected to strengthen the positive influence of the workplace environment, safety, and health on employee performance.

This research offers a unique contribution by integrating Islamic business principles such as justice, trustworthiness, and benefit into the study of occupational safety, health, and workplace environment. Unlike traditional studies that focus solely on physical factors affecting employee performance, this study explores how Islamic values can enhance workplace practices, fostering a more ethical and holistic approach to employee well-being. The novel aspect of this research lies in its application of Islamic ethics to business management, specifically within the telecommunications sector, offering a comprehensive model for improving employee performance through ethical considerations in safety and health management.

The anticipated outcome of this study is to propose strategic recommendations for PT. Telkom Kedaton Branch that not only focus on improving the work environment but also incorporate Islamic business ethics into the management of occupational safety and health. This research is expected to contribute to human resource management literature, particularly in Indonesia, by showing how Islamic principles can shape organizational policies for better employee welfare. Ultimately, the study aims to improve employee performance and well-being while also enhancing the overall organizational performance and sustainability of businesses in the region.

METHOD

This study uses quantitative research with a correlational survey design to test the influence of the workplace environment, occupational safety and health on the performance of field employees at PT Telkom Kedaton Branch, Bandar Lampung City [11], [12]. A correlational design was chosen to assess the relationships between variables without manipulating them, with the goal of identifying the direction and strength of these relationships [13], [14]. Data collection was carried out through the distribution of questionnaires to all field employees who met the criteria as respondents [2], [15], [16]. This approach is considered appropriate as it allows for the accurate gathering of information regarding the influence of the work environment on performance, along with the supporting factors of safety and health [12], [17].

The research object in this study is the field employees at PT Telkom Cabang Kedaton, who are responsible for the installation and maintenance of telecommunications networks. These field employees face various physical challenges, such as extreme weather conditions, difficult terrain, and the risk of electrical hazards. The study aims to explore how three main factors—the workplace environment, occupational safety, and health—affect the performance of these employees working in the field [6], [7]. These variables are measured based on several indicators validated in previous studies, including the physical conditions of the workplace, safety procedures, and the availability of adequate health programs within the company.

No.	Variable	Indicators
1	Workplace Environment	Work atmosphere, relationship with co-

		workers, availability of facilities
2	Occupational Safety	Use of PPE, workload, safety regulations, communication and support, safety training
3	Occupational Health	Physical condition and state, work quality, employee protection
4	Employee Performance	Target achievement, quality of work, internal and external satisfaction

Table 1. Operationalization of Variables

The instrument used in this study is a structured questionnaire consisting of 30 statements with a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) [13], [16], [18]. Example items include: "The work environment at PT Telkom Kedaton supports my productivity" (for workplace environment), "I consistently use PPE as recommended" (for occupational safety), and "My physical condition allows me to complete daily tasks effectively" (for health). The instrument has been tested for reliability using Cronbach's alpha. The results for each variable were: workplace environment ($\alpha = 0.918$), occupational safety ($\alpha = 0.929$), and occupational health ($\alpha = 0.879$). All values exceeded the 0.60 threshold, indicating excellent internal consistency and instrument reliability across all constructs.

Variable	Cronbach's Alpha	N of Items	Description
Workplace Environment	0.918	10	Excellent reliability
Occupational Safety	0.929	10	Excellent reliability
Occupational Health	0.879	10	Excellent reliability

Table 2. Instrument Reliability

The population for this study includes all field employees at PT Telkom Cabang Kedaton, totaling 49 individuals. Due to the small number of employees, a total sampling method is applied, meaning all field employees who meet the research criteria are selected as respondents. Data is gathered using questionnaires that contain closed-ended questions to assess respondents' views on the workplace environment, occupational safety, health, and employee performance [19], [20], [21]. Prior to data collection, the questionnaire undergoes validity and reliability testing to ensure that the research instrument accurately measures its intended variables [11], [15], [22]. Ethical clearance was ensured by obtaining informed consent from all participants and formal permission from PT Telkom Kedaton management to conduct the study.

The collected data will be analyzed using descriptive statistics to characterize the respondents and examine the distribution of their responses to the indicators of each variable. To explore the relationships between the variables, multiple linear regression analysis will be conducted. This analysis will determine how the workplace environment, occupational safety, and health influence employee performance [5]. Before performing the regression analysis, prerequisite tests, such as normality and homogeneity, will be conducted to ensure the data meets the necessary assumptions for regression [23]. The normality test was conducted using the Kolmogorov-Smirnov test, while the homogeneity test used the Levene Test to ensure that the data variance between groups was uniform.. The test results are shown in table below:

	Unstandardized Residual	
N		49
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.54023200
Most Extreme Differences	Absolute	.106
	Positive	.106
	Negative	-.101

Test Statistic		.106
Asymp. Sig. (2-tailed)		.200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Table 3. *Kolmogorov-Smirnov Test*

Test	Result	Description
Levene Statistic	1.322	$p = 0.270$ ($p > 0,05$)
df1	2	First degree of freedom
df2	144	Second degree of freedom

Table 4. *Uji Homogenitas (Levene Test)*

Base on Table 3: Kolmogorov-Smirnov Test, the test assesses the normality of the data. The residuals have a mean of 0.0000000 and a standard deviation of 2.54023200, indicating that the data is centered around zero with a relatively spread-out distribution. The test statistic is 0.106, with the Asymp. Sig. (2-tailed) value of 0.200, which is greater than the significance level of 0.05. This suggests that the data does not significantly deviate from a normal distribution, and we can conclude that the residuals are normally distributed. In Table 4: Homogeneity Test (Levene Test), the Levene statistic is 1.322 with a p-value of 0.270 ($p > 0.05$), which indicates that the variances across groups are homogeneous, meaning there is no significant difference in the variances of the groups being compared. This implies that the assumption of equal variances for the regression analysis is met. The degrees of freedom for the test are $df1 = 2$ (based on the number of groups) and $df2 = 144$ (based on the sample size), which are standard values for this type of test.

The use of multiple linear regression analysis in this study is theoretically justified because it enables the researcher to examine the simultaneous influence of multiple independent variables namely, workplace environment, occupational safety, and occupational health—on a single dependent variable, which is employee performance. This model is particularly suitable for analyzing complex organizational contexts where performance outcomes are rarely the result of a single factor, but rather an interaction between various interrelated dimensions [23], [24], [25]. By applying this model, the study can identify the relative contribution of each factor while controlling for others, providing a comprehensive understanding of the determinants of field employee performance.

RESULTS AND DISCUSSION

A.Results

The analysis conducted using multiple linear regression highlights the significant influence of the workplace environment, occupational safety, and health on employee performance at PT Telkom Cabang Kedaton. Among these factors, the workplace environment (X1) stands out as the most influential, followed by occupational safety (X2) and health (X3), which also contribute positively to performance but to a lesser extent. The workplace environment, including physical conditions, social atmosphere, and coworker relationships, plays a crucial role in boosting employee satisfaction and productivity.

Occupational safety, which involves safety protocols, training, and the use of personal protective equipment (PPE), also has a significant impact on employee performance. A safe workplace environment reduces the risk of accidents and increases employee confidence, leading to higher focus and productivity. While its effect is not as strong as that of the workplace environment, safety remains an essential factor for improving employee performance.

Health, both physical and mental, is another important contributor to performance. Healthy employees tend to be more energetic, focused, and capable of completing tasks efficiently. Although the influence of health on performance is smaller compared to the other two factors, it is still a vital aspect that organizations must prioritize to ensure optimal performance. By addressing all three factors, companies can create a more supportive workplace environment that drives overall success.

Variable	Indicator	Outer Loading
Workplace environment (X1)	Work Atmosphere	0.91
	Relationship with Co-workers	0.872
	Availability of Work Facilities	0.887
Occupational Safety (X2)	Use of PPE (Personal Protective Equipment)	0.895
	Workload	0.849
	Safety Regulations	0.9
	Communication and Support	0.865
	Safety and Safety Training	0.852
Health (X3)	Physical Condition and State	0.88
	Work Quality	0.863
	Employee Protection	0.87

Table 5. *Outer Loadings (Konvergeni)*

The analysis results show that all indicators for each variable (workplace environment, occupational safety, and health) have outer loading values above 0.70. This indicates that all items used in this study are valid and reliable for measuring the intended constructs. Specifically, the items for the workplace environment (X1) and occupational safety (X2) have very high outer loading values, with the highest scores on items X1.2 (0.910) and X2.1 (0.887), indicating very good consistency in measuring each variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832a	.693	.680	2.59487
a. Predictors: (Constant), Health (X3), Occupational Safety (X2), Workplace environment (X1)				

Table 6. *R-Square Results*

The R^2 value of the regression analysis shows that this model can explain 58% of the variation in employee performance. This shows that the workplace environment, work safety, and health together contribute significantly to employee performance. The remaining 42% can be explained by other factors such as organizational culture, management practices, or external influences not covered in this study. The Adjusted R Square value of 0.680 shows that after adjusting for the number of independent variables, this model still has good predictive power. In addition, the Std. Error of the Estimate value of 2.59487 shows that the error estimate in this model is quite low, indicating high accuracy in predicting employee performance based on the variables analyzed.

Multiple Regression Analysis

In this study, data were collected from 49 field employees at PT. Telkom Kedaton Branch. Descriptive statistics revealed that the majority of employees reported moderate to high levels of satisfaction with the workplace environment, safety procedures, and health programs provided. The results of the regression analysis showed that the workplace environment variable (X1) had the most significant influence on performance, followed by work safety (X2) and health (X3).

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.116	4.475		0.026	0.979
Workplace environment (X1)	0.664	0.16	0.551	4.156	0
Occupational Safety (X2),	0.302	0.123	0.326	2.455	0.018
Health (X3)	0.25	0.1	0.289	2.5	0.017

Table 7. Multiple Regression Analysis Results

Based on the multiple regression analysis presented in Table 4, the model evaluated in this study indicates that the three independent variables Workplace environment, Work Safety, and Health have a significant effect on the dependent variable, Employee Performance at PT Telkom Kedaton Branch. Among these factors, the Workplace environment (X1) exhibits the most substantial influence on Employee Performance (Y). With a regression coefficient of 0.664 and a p-value of 0.000, the Workplace environment has a considerable impact. The standardized coefficient of 0.551 suggests that improving workplace environment conditions by one unit will result in a 0.664 unit increase in employee performance. The t-value of 4.156 surpasses the t-table value of 1.678, signifying that the effect of the Workplace environment on performance is statistically significant at the 5% level. This suggests that physical and social workplace factors—such as the quality of facilities, the work atmosphere, and interpersonal relationships among colleagues—are essential to fostering better employee performance.

Similarly, Occupational Safety (X2) also significantly influences Employee Performance, with a regression coefficient of 0.302 and a p-value of 0.018, which is below the 0.05 threshold. The standardized coefficient of 0.326 indicates that a unit increase in occupational safety will lead to a 0.302 unit improvement in employee performance. A t-value of 2.455, which exceeds the critical value of 1.678, shows that occupational safety is a critical factor in improving employee performance. This finding highlights the importance of well-established safety procedures and the consistent use of personal protective equipment (PPE), which are essential in preventing workplace accidents and boosting employee productivity.

Health (X3) has been found to significantly affect employee performance, with a regression coefficient of 0.250 and a p-value of 0.017, although its impact is slightly lower than the other factors. This finding emphasizes the importance of both physical and mental health in improving employee performance, as healthy employees tend to be more focused, energetic, and capable of performing their tasks effectively, ultimately contributing to better work outcomes. This research is consistent with the findings of Dewanto et al., who highlighted that factors such as work environment, work safety, and health are critical elements influencing employee performance [26]. They emphasize the importance of addressing employees' physical and mental health in comprehensive company policies to achieve optimal performance.

To enhance the clarity of the regression results, a bar chart is presented below to visualize the relative influence (Beta coefficients) of the three independent variables on employee performance. As shown in the chart, workplace environment ($\beta = 0.551$) has the strongest influence, followed by occupational safety ($\beta = 0.326$) and health ($\beta = 0.289$).

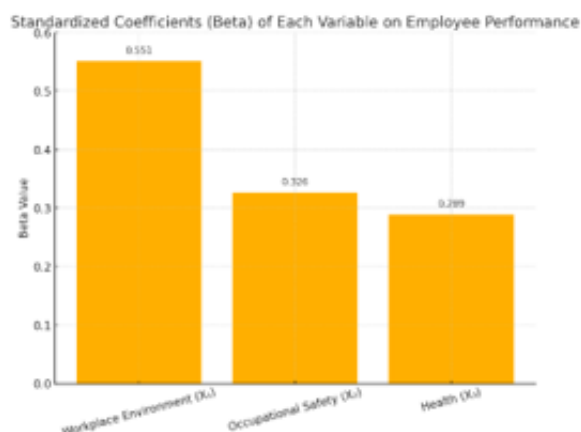


Figure 1. Comparative chart of the influence of three variables (work environment, safety, health) on performance

Figure 1 shows that the work environment (X1) has the strongest influence on employee performance with a Beta coefficient of 0.551, followed by work safety (X2) with a Beta coefficient of 0.326, and work health (X3) which has the smallest influence with a Beta coefficient of 0.289. Although work health has a smaller influence, this third variable makes a significant contribution to improving employee performance. This finding confirms that improving the physical and social work environment should be the primary focus in increasing performance. The high Beta score of the work environment indicates that supportive facilities, good coworker relations, and conducive atmosphere significantly affect field employees' outcomes. Occupational safety and health remain important but play relatively smaller roles compared to the work environment. These insights can help managers prioritize workplace improvements effectively.

Furthermore, Hafee et al. revealed that the work environment and occupational safety interact to create a healthy and productive work ecosystem [27]. They show that without adequate attention to health, the success of improving employee performance will be difficult to achieve. Unsafe or unhealthy working conditions can hinder employees from performing at their best. Similarly, Sanaba et al. also stressed the importance of a holistic approach to employee well-being, which includes more than just physical health [28]. They proposed that employee welfare policies should include social and mental health aspects, which complement each other in building a strong, competitive, and sustainable workforce.

This holistic approach is crucial to ensure that policies address various aspects of employees' lives. For instance, by considering physical health, mental well-being, and creating a supportive environment, companies can ensure that employees have a strong foundation to thrive and contribute optimally. The implications of this finding encourage PT Telkom Kedaton Branch and other companies to invest more in creating a positive work environment. Improving work facilities, skill training programs, and mental health support will enhance employee morale, encouraging them to be more productive and engaged in their work [29].

Moreover, implementing effective safety protocols at the workplace can reduce work accidents and improve employees' sense of security. Providing adequate safety training and personal protective equipment (PPE) is also essential to ensure employees feel protected, which will contribute to higher productivity and reduced absenteeism related to injuries. Focusing on these three main aspects—positive work environment, work safety, and employee health—can boost morale, reduce accidents, and ensure the well-being of the workforce. In the long run, these actions will have a positive impact on productivity and organizational success, ultimately contributing to the growth and competitiveness of the company in the global market.

In conclusion, the study's findings underscore the importance of the workplace environment,

occupational safety, and health in enhancing employee performance, suggesting that these elements should be prioritized in organizational policies to achieve higher productivity and sustainable growth. The research also emphasizes the need for continuous evaluation and improvement of these factors, ensuring that the workforce remains motivated, healthy, and productive. This approach is consistent with the principles of *fiqh siyasah*, which advocate for justice, trustworthiness, and the well-being of society, further enhancing the potential of organizations to thrive in a competitive environment.

B. Discussion

Based on the findings of this study, the workplace environment, occupational safety, and health have been shown to have a significant impact on employee performance at PT Telkom Cabang Kedaton. A study by Zhenjing et al. found that a comfortable workplace environment, both physically and socially, directly enhances employee satisfaction and performance [30]. Factors such as lighting, cleanliness, and a harmonious atmosphere play an important role in creating a positive work climate, which in turn boosts productivity. This study is consistent with the findings of Hardcopf et al., and Laura Mehner et al., who demonstrated that a supportive workplace environment is crucial to maximizing individual performance within an organization [31], [32].

Furthermore, occupational safety is another critical factor in determining employee performance. According to Gideon Asuquo et al., adequate occupational safety can reduce workplace accidents and provide the necessary sense of security, enabling employees to work with focus and productivity [33]. Research by Burbar and Sorensen et al. reinforces this finding, stating that good occupational safety creates a more stable environment, which positively impacts long-term employee performance [34].

Employee health also plays a significant role in their performance. A study by de Oliveira et al., revealed that good physical and mental health leads to increased productivity and reduced absenteeism [35]. The study found that well-maintained health allows employees to be more focused, energetic, and better at managing stress. Healthy employees tend to be more motivated to give their best at work. In addition, research by Alderwick et al. confirms that appropriate health programs within an organization can reduce costs related to illness and improve the quality of work among employees [36].

This study supports the view that the workplace environment, safety, and health should be simultaneously considered in efforts to improve employee performance. The findings from Garcia reveal that integrated improvements in these three aspects not only enhance performance but also create a healthier and more productive workplace environment [37]. Therefore, companies like PT Telkom Cabang Kedaton should continually improve these three factors to ensure employees can work optimally, and the company can achieve its goals more effectively.

Investing in a supportive work environment not only impacts performance, but also creates employee loyalty. Studies by Shimamora et al. and Ashley et al. show that employees who feel valued through the provision of decent work facilities tend to show higher levels of loyalty to the company [38], [39]. This reduces turnover and maintains the continuity of organizational productivity. In the context of PT Telkom Cabang Kedaton, strengthening the relationship between management and employees through inclusive work environment management will be an added value for achieving long-term performance. In addition, providing a good working environment can improve collaboration between employees. An open, communicative, and psychologically safe environment allows for a more effective exchange of ideas [40], [41]. In the telecommunications industry that demands speed and accuracy, this is critical to driving innovation and teamwork effectiveness.

In terms of occupational safety, preventive approaches have proven to be more effective than reactive ones. According to a study by Chi et al. and Lu et al., companies with a risk management-

based safety system showed a significant decrease in the number of work accidents [42], [43]. PT Telkom Cabang Kedaton can adapt a similar approach by strengthening safety training and conducting regular audits to ensure that the safety system is running optimally. An internalized safety culture has also been shown to strengthen individual and collective responsibility in maintaining operational standards. As shown by Lee and Handika, an organizational culture that supports work safety can reduce the risk of deviant behavior and increase awareness of safety procedures [44], [45]. PT Telkom can build this culture through internal campaigns and awards for safety compliance.

In terms of health, comprehensive employee wellness programs are now an important part of human resource management strategies. For example, work-life balance programs, psychological counseling, and structured physical activity have been shown to increase motivation and reduce stress, as found by Cooper and Quick [46]. Such programs are in line with the principles of sustainability and corporate social responsibility. Modern organizations also tend to integrate technology to support employee health monitoring. Digital applications that track fitness, stress levels, and sleep patterns are used to identify potential health problems early [47]. This innovation opens up opportunities for PT Telkom to implement a data-based approach in managing occupational health.

Mental health factors are often overlooked, even though they have a significant impact on performance. Research by Leni shows that unmanaged work pressure can lead to burnout and reduce work effectiveness [48]. Therefore, it is important for management to create mental health support systems, such as mentoring or internal support groups. The correlation between health and productivity is increasingly emphasized in contemporary management literature. Theo et al. and Lizah et al., state that investment in employee health programs yields a high return on investment in the form of reduced health costs and increased output [49], [50]. This provides a strong argument for companies not to view wellness programs as a burden, but as a strategic investment.

The findings can be interpreted using Herzberg's Two-Factor Theory [51]. The workplace environment, safety, and health can be categorized as hygiene factors. While they may not directly motivate, their absence leads to dissatisfaction. Ensuring these factors allows motivators—such as recognition and responsibility—to function effectively. Furthermore, these findings align with the human resource management approach grounded in employee wellbeing. The Wellbeing-Oriented HRM perspective posits that organizational success is built on strategies that prioritize physical, psychological, and social wellbeing [52], [53].

Implementation of cross-departmental policies to integrate safety, health, and environment is essential. As echoed in global best practices [54], such approaches shift performance metrics from individual output to ecosystem effectiveness.

Islamic spiritual values present in this study complement the High Performance Work System (HPWS) framework, promoting synergy between commitment, training, and support [55]. Values such as responsibility and trustworthiness enhance HPWS alignment in a culturally contextualized HR strategy. Telkom's integration of Total Quality Management (TQM) with Islamic principles—like *istikamah*—strengthens ethical consistency and employee loyalty [56]. The BARS framework, applied through a religious lens, supports behavior-based evaluation grounded in honesty and discipline [57].

HR training at Telkom, currently utilizing blended learning, could incorporate Islamic work ethics, reinforcing character development relevant to the digital age [58]. This positions Telkom Kedaton as a model for integrating faith-based ethics into modern corporate culture. PT Telkom Cabang Kedaton's commitment to a healthy, safe, and supportive work environment, enriched with spiritual values and aligned with theoretical frameworks like Herzberg's and wellbeing-based HRM, is essential for sustaining competitive advantage and employee excellence.

This discussion shows that the implementation of integrated policies between the work environment, safety, and health will have a sustainable impact on organizational growth. Cross-departmental collaboration in designing and evaluating these policies is the key to their success. Thus, organizations do not only view performance as individual targets, but as the result of a healthy work ecosystem. To achieve maximum productivity, PT Telkom Cabang Kedaton needs to prioritize policies that integrate physical, psychological, and social dimensions in the work environment. This approach is not only in line with global best practices, but also reflects the company's ethical responsibility towards its employees. With visionary and responsive management, the company will be able to create superior human resources that are the foundation of success in today's competitive era.

Overall, this study shows that paying attention to the three aspects workplace environment, occupational safety, and health can significantly improve employee performance. A holistic approach in managing a good workplace environment, guaranteed safety, and maintained health is a key factor in achieving optimal employee performance [59], [60]. The company needs to continue efforts to integrate these three factors into its policies and management practices to support better performance in the future. By considering the results of this study, it can be concluded that the work environment, work safety, and work health greatly affect the performance of field employees at PT. Telkom Kedaton Branch, Bandar Lampung.

In addition, the application of Islamic spiritual values found in this study can be mapped into the High Performance Work System (HPWS) framework, which is an HR management system that emphasizes a combination of employee commitment, training, and a supportive work environment. In the context of PT. Telkom Kedaton Branch, values such as responsibility, discipline, and trustworthiness can strengthen the HPWS elements in creating high work performance that still upholds work safety.

As a best practice, PT. Telkom Kedaton Branch has implemented a managerial approach based on Total Quality Management (TQM), which includes comprehensive employee involvement in improving quality and procedural compliance. The integration of Islamic spiritual values into TQM principles—for example the principle of *istikamah* in improving service quality—can strengthen a consistent and ethical work culture, and increase employee loyalty.

The Behaviorally Anchored Rating Scale (BARS) framework can also be used to assess employee performance based on behavioral indicators that are in accordance with the Islamic values raised, such as honesty, responsibility, and discipline. The implementation of BARS with a religious approach provides clarity on positive behavioral indicators that can be used as a standard for objective and spiritually meaningful performance evaluation.

In addition, HR training practices at Telkom, which have so far used the digital-based blended learning method, can be integrated with Islamic work ethic content, as a form of innovation in Islamic character training. This is a real example of strengthening values in a modern training system that is relevant to the demands of the digital era and religious values.

Through strengthening these values, Telkom Kedaton Branch has the opportunity to become a model for a BUMN company that not only excels in technology and services, but also in building a healthy, religious, and productive corporate culture, in accordance with the direction of Telkom Group's HR policy which prioritizes Agility, Integrity, and Collaboration.

CONCLUSION

This study demonstrates that the workplace environment (X1), occupational safety (X2), and health (X3) significantly impact employee performance at PT Telkom Cabang Kedaton. The workplace environment has the most substantial effect, followed by safety and health. Improvements in physical and social workplace conditions, better facilities, and safety protocols enhance

performance. Occupational safety, through PPE use and proper procedures, prevents accidents, while maintaining good physical and mental health enhances task effectiveness.

The study contributes to Human Resource Management (HRM) by integrating Islamic business ethics, proposing a holistic approach to improve organizational outcomes. Practical recommendations include implementing regular safety audits, wellness programs, leadership training on ethics, and health monitoring technologies. Strengthening communication and feedback between management and employees will further boost performance. This research highlights the importance of ethical frameworks in fostering employee well-being and contributing to sustainable business growth. Future studies should explore the broader impact of such frameworks across industries.

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