



THE EFFECT OF OCCUPATIONAL SAFETY AND HEALTH OF JOB ROTATION TRAINING ON EMPLOYEE PERFORMANCE IN THE BANGLI DISTRICT FIRE DEPARTMENT

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Abstract: The high occupational risks faced by employees of the Bangli Regency Fire Department require a safe working environment, adequate competencies, and appropriate job placement to ensure effective job performance. The condition of occupational safety equipment that has not been fully optimized, the need to improve employee competencies through job training, and the importance of appropriate job rotation are considered factors influencing employee performance in delivering public services. This study analyst effect of occupational safety and health, job training, and job rotation on employee performance at the Bangli Regency Fire Department. The study employed a quantitative approach using multiple linear regression analysis. Population all employees of the Bangli Regency Fire Department. The sampling method used was a census, entire population forty-six employees was selected the research sample. Data were collected through questionnaire, observations, interviews, and documentation. The findings revealed that occupational safety and health, job training, and job rotation each had a positive on employee performance. Simultaneously, these three variables also had a positive and significant effect on employee performance. The findings imply that improving occupational safety and health systems, providing continuous job training, and implementing job rotation based on employees' competencies are essential strategies for enhancing employee performance and strengthening the effectiveness of public services delivered by the Bangli Regency Fire Department.

Keywords: Safety and Health, Job Training, Job Rotation, Employee Performance.

INTRODUCTION

One of the main strategic advantages is human resources, which are crucial to the sustainability and effectiveness of an organization (Hasibuan, 2020). Every organization, whether private or public, relies heavily on the quality of its employees in carrying out their functions and responsibilities (Sihotang, 2021). Technological advances, the availability of infrastructure, and modern work systems will not achieve optimal results without the support of competent human resources and a high level of work

commitment. Therefore, human resource management is a crucial issue that must be addressed seriously in every organization (Ajabar, 2020).

The importance of employee performance is increasingly evident in public sector organizations. Government agencies are responsible for providing services to the public effectively, promptly, and professionally (Harismasakti & Nardi, 2022). Optimal employee performance will support the creation of quality public services and increase public satisfaction. Conversely, if performance is suboptimal, service quality can decline and impact the image of government institutions (Widiyanti et al., 2025). Employee performance is the result of a person's efforts in fulfilling duties and obligations according to company standards (Hadrawi et al., 2022). Employee performance can also be understood as the output or work results achieved by an employee when completing organizational tasks and responsibilities successfully and efficiently (Paparang et al., 2021). Employee performance assessments include the quantity and quality of work, punctuality, and the ability to work in a team, thus becoming a benchmark for the success of a service organization (Doni, 2024).

Employee performance is the result of individual efforts to fulfill their obligations in accordance with organizational regulations. (Mamiasri et al., 2023). Performance assessments examine various aspects, such as work quality, quantity, timeliness of task completion, and teamwork ability. Employee performance is a crucial metric for evaluating how well a business achieves its stated goals. To ensure tasks are completed as efficiently as possible, organizations must consider various factors that can impact employee performance.

According to Alfandi & Hermen (2024), employee performance is influenced by several factors, including skills and discipline. An employee's skills will determine their ability to carry out work effectively and accurately, while discipline reflects employee compliance in carrying out tasks in accordance with established operating procedures, organizational regulations, and assigned responsibilities. In the Bangli Regency Fire Department, these two factors play a very important role considering that the work carried out has a high level of risk and requires speed, accuracy, and good coordination in handling every emergency situation. Based on the results of observations and interviews, it was found that employees not only carry out firefighting duties, but also handle animal evaluations, wasp nest evaluations, rescue residents and various other emergency conditions. The diverse types of work require each employee to have adequate skills to be able to handle each task in accordance with applicable procedures. On the other hand, the limited number of personnel means that each team, which should consist of 20 people, only has 10 people, so some employees have to carry out multiple tasks in one shift. These conditions require a high

level of discipline to ensure that every task can be carried out according to standard operating procedures, even under high work pressure. If employee skills and discipline are not optimally supported, this situation has the potential to impact the quality of service to the public.

Factors influencing employee performance are occupational safety and health (Rindia et.al., 2024). Considering that firefighting work has a high level of risk, such as exposure to heat, smoke, potential explosions, and other physical safety threats, the implementation of an optimal occupational safety and health system is a necessity that cannot be ignored (Hasnawati et al., 2025). A safe and secure work environment provides a sense of protection so that workers can carry out their work. When workers feel physically and psychologically protected, anxiety levels in the face of emergency situations can be minimized, allowing them to work with greater focus, calm, and control (Buchtiarrurifai, 2025). Accessibility to adequate personal protective equipment, clear operational procedures, and consistent safety supervision can prevent workplace accidents and health problems. These conditions indirectly impact the quality, accuracy, and effectiveness of tasks in the field (Muhammad & Nur, 2023).

According to Zebua et al. (2022), occupational safety and health are influenced by several factors, including equipment completeness, equipment quality, supervision, and the age of the equipment. These four factors play a crucial role in creating a safe work environment, particularly in high-risk jobs such as the Bangli Regency Fire Department. Complete work equipment is a crucial requirement to ensure optimal protection for all employees when performing their duties in the field. Furthermore, the quality of equipment that is still fit for use will provide maximum protection and reduce the risk of workplace accidents.

Based on the results of observations and data on the condition of facilities and infrastructure at the Bangli Regency Fire Department, it is known that gloves, helmets, and safety shoes are examples of personal protective equipment that are still limited in number and some are in poor condition so that not all employees can use adequate safety equipment when on duty. In addition, some equipment has been used for a long time, such as requiring periodic inspection, maintenance, and replacement to continue to function optimally in accordance with work safety standards. In addition to the limitations and quality of equipment, supervision has not been carried out periodically, this condition indicates that the supervision function of work safety equipment has not been running optimally. Periodic supervision is very important to ensure that all equipment remains in a usable condition and ready to be used in an emergency.

Job training is an important factor in improving employee performance (Baihaqi et al., 2025). In jobs that require speed and accuracy

in decision-making, such as firefighting, technical competence and mental preparedness are crucial for successfully handling emergencies. Structured, ongoing, and operationally appropriate job training will help employees understand fire and rescue procedures more deeply (Shefani & Jaya, 2024). With adequate competence, employees will be better prepared to face various conditions in the field, thus minimizing work errors and improving overall performance (Lestari et al., 2022).

According to Purnomo et al. (2025) job training is influenced by several factors, including the required program material and the accuracy and suitability of training facilities. Training materials are tailored to job needs and competencies required by employees, while training facilities must be able to support the learning process to run effectively. Based on the results of observations and interviews at the Bangli Regency Fire Department, it was found that the implementation of job training has not been carried out routinely and is still situational so that the material provided has not been fully adapted to the increasingly diverse demands of the job, such as firefighting, animal evaluation, handling gas leaks, rescuing residents. In addition, the implementation of training also requires adequate support facilities so that employees can understand and practice the material provided optimally. This condition indicates that training program materials and training support facilities still need to be improved to be able to develop employee competencies according to job needs.

Job rotation further contributes to improving worker performance. (Baihaqi et al., 2025). Routine and high-risk work has the potential to cause boredom and decreased motivation if done in the same position continuously. Through job rotation, employees are given the opportunity to gain broader experience in various operational functions (Musliman et al., 2025). Rotation can enrich knowledge, improve understanding of the overall work process, and foster adaptability to various situations and responsibilities. With the variety of tasks and new challenges, employees tend to be more motivated, enthusiastic about their profession, and able to demonstrate more optimal performance (Alif et al., 2025).

According to Hermawan (2020), job rotation is influenced by several factors, namely personal demand, health, family, and collaboration. In its implementation, the purpose of work is not only to meet business demands but also to consider the employee's condition so that they are able to carry out their duties properly. Based on findings from observations and interviews at the Bangli Regency Fire Department, it was found that the high work intensity, 24-hour standby work system, and limited number of personnel caused some employees to experience physical fatigue after carrying out field duties. However, employee placement still tends to be fixed for long periods of time so that job rotation based on health conditions

has not been implemented optimally. This condition has the potential to affect employee fitness in carrying out operational tasks that have a high level of risk. Furthermore, placing employees in relatively the same team for a long time limits the opportunity to adapt to different colleagues. Whereas the work of a firefighter requires each member to be able to work together with all personnel in various emergency situations. The lack of variety in job placement can limit employee experience in understanding various operational functions and reduce team flexibility when there are changes in personnel composition.

Based on this phenomenon, an imbalance between the high demands of the job and the support of the current work system is evident. Therefore, further research is needed to examine how job training, job rotation, and occupational safety and health affect employee performance in the Bangli Regency Fire Department. Several previous studies have found inconsistent results regarding safety, occupational health, job training, and job rotation on employee performance. Rahmiati et al. (2024) research stated that occupational safety and health did not affect the performance of employees of PT. PLN UP3 Pekanbaru Construction Division. Meanwhile, Elsa et al. (2023) found that occupational safety and health have a positive effect on employee performance at PT Tunas Baru Lampung Tbk Palembang. Research by Anggoro & Suryani (2022) found that job training does not affect employee performance in Umpu Semenguk District, Way-Kanan. Meanwhile, research by Maswaldin & Maulana (2025) found that job training has a significant effect on employee performance. Research by Rusli et al. (2024) Job rotation has no significant effect on employee performance. Meanwhile, Naufal et al. (2025) Job rotation has a positive and significant effect on employee performance. These mixed findings indicate that the influence of occupational safety and health, job training, and job rotation on employee performance is still inconsistent and depends on the organizational context and the characteristics of the research object.

LITERATURE REVIEW

The Influence of Occupational Safety and Health on Employee Performance

According to Meutia (2021) occupational safety and health is a program designed to protect workers and companies. This system aims to prevent the incidence of occupational diseases and accidents caused by work-related activities by identifying the factors that cause them and implementing early preventive measures if problems arise.

Research conducted by researchers conducted Nurhayanti et al. (2024), occupational safety and health have a positive and significant influence on employee performance at PT Gunung Mutiara Nedindo.

Research by Alfandi & Hermen (2024), where the results of the study stated that occupational safety and health have a positive and significant influence on employee performance at PT Palmanco Inti Sawit Medan. Research by Rindia et al. (2024), stated that occupational safety and health have a positive and significant impact on employee performance at PT Surya Perkasa Beton. This means that occupational safety and health play a significant role in employee performance.

H₁: Occupational safety and health have a positive and significant partial effect on employee performance at the Bangli Regency Fire Department.

The Influence of Job Training on Employee Performance

According to Ananto et al. (2023) job training is a process that aims to develop employee abilities to improve their performance, both in the work they are currently doing and to prepare for roles or positions they will hold in the future. Safitri et al. (2023), stated that job training has a positive and significant effect on employee performance at PT Liong Indotasa Bogor. Maidarti et al. (2022), where according to research findings, employee performance is significantly influenced by occupational health and safety at PT Sakara Mandiri Semesta Bogor. Research by Utami & Silalahi (2023) states that worker performance is positively and significantly influenced by occupational health and safety. Mako Satpol PP Bekasi City. It can be concluded that job training plays a role in improving employee performance, through job training being able to encourage employee performance to be more optimal.

H₂: Job training has a positive and significant partial effect on employee performance at the Bangli Regency Fire Department.

The Effect of Job Rotation on Employee Performance

According to Sari & Andjarwati (2024), one type of horizontal employee transfer that does not affect salary or rank category is job rotation. Waruwu et al. (2025), stated that job rotation has an effect on employee performance at PT. Kemuning Group Medan II Branch. Research by Marlius & Sari (2023) stated that employee performance at the West Sumatra Provincial Social Service is positively and significantly influenced by job rotation. It can be interpreted that job rotation has an effect on employee performance due to the change of workplace, for employees who work well, attention needs to be paid to provide maximum results.

H₃: Job rotation has a positive and significant partial effect on employee performance at the Bangli Regency Fire Department.

The Influence of Occupational Safety and Health, Job Rotation Training, and Employee Performance

According to Ajeng et al. (2022) Employee performance is the work results obtained by individuals, groups, or companies, according to the authority, responsibility, and tasks carried out. Research conducted by Nurhayanti et al. (2024) Occupational safety and health have a positive and significant influence on employee performance at PT Gunung Mutiara Nedindo. Meanwhile, Safitri et al. (2023) stated that job training has a positive and significant effect on employee performance at PT. Liong Indotasa Bogor.

H₄: Occupational safety and health, job rotation training, has a positive and significant simultaneous effect on employee performance at the Bangli Regency Fire Department.

The study's conceptual framework is:

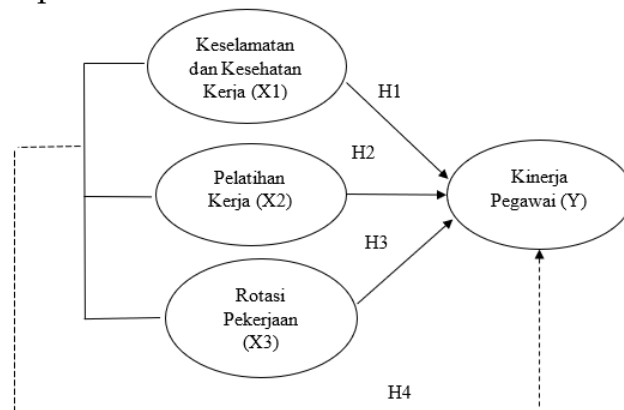


Figure 1. Research Conceptual Framework

Source: Theoretical Review and Previous Research Results

METHOD

The quantitative method used in this study combines an associative approach. The population consisted of 47 people, namely all employees of the Bangli Regency Fire Department. The sampling technique used saturated sampling with a total sample of 46 people (one employee, the Head of the Fire Department, was not included in the sample) (Sugiyono, 2022). In addition to secondary data obtained from papers, publications, reports, scientific journals, and related literature, questionnaires were distributed to respondents to collect primary data. These data collection methods were implemented through observation, interviews, and questionnaires.

Before the analysis was carried out, the instrument was tested using a validity test. Person Product Moment and reliability testing. Next, the data was analyzed using Statistic Package for Social Science (SPSS) version 22.

The analysis stage begins with testing classical assumptions including normality tests using Kolmogorov-Smirnov, multicollinearity tests with valuestolerance And variance inflation factor (VIF), and heteroscedasticity test. Multiple linear regression analysis, then continued with coefficient of determination (R^2) analysis, as well as t-test and F-test to test the partial and simultaneous influence of independent variables on employee performance at the Bangli Regency Fire Department after the assumptions are met.

RESULTS AND DISCUSSION

Results

Validity Test

The table displays results of validity test.

Table 1. Results of Research Validity Test

Variables	Statement Items	Correlation Coefficient	Standard Correlation Coefficient	Information
Occupational Health and Safety (X1)	X1.1	0,794	0,30	Valid
	X1.2	0,857	0,30	Valid
	X1.3	0,836	0,30	Valid
	X1.4	0,870	0,30	Valid
Job Training (X2)	X2.1	0,709	0,30	Valid
	X2.2	0,766	0,30	Valid
	X2.3	0,848	0,30	Valid
	X2.4	0,810	0,30	Valid
	X2.5	0,733	0,30	Valid
Job Rotation (X3)	X3.1	0,789	0,30	Valid
	X3.2	0,757	0,30	Valid
	X3.3	0,782	0,30	Valid
Employee Performance (Y)	Y1.1	0,743	0,30	Valid
	Y1.2	0,598	0,30	Valid
	Y1.3	0,714	0,30	Valid
	Y1.4	0,731	0,30	Valid
	Y1.5	0,800	0,30	Valid

Source: Data processed in 2026

All indicator items across all variables yielded Pearson product-moment correlation coefficients (r) greater than 0.30. This indicates that all the variable items used are valid.

Reliability Test

The table displays results of reliability test.

Table 2 Results of Research Reliability Test

Variables	Cronbach's alpha	Item of Delete	Information
Occupational Safety and Health (X1)	0,898	>0,60	Reliable
Job Training (X2)	0,832	>0,60	Reliable
Job Rotation (X3)	0,638	>0,60	Reliable
Employee Performance (Y)	0,725	>0,60	Reliable

Source: Data processed in 2026

The test results indicate that all question items across the four variables demonstrate a good level of reliability (Cronbach's Alpha (α) coefficient > 0.60). Consequently, the research instrument (questionnaire) is suitable for use and distribution to the entire target sample identified for this study.

Classical Assumption Test

a. Normality Test

The table displays results of normality test

Table 3. Normality Test

		Unstandardized Residual
N		46
Mean	,0000000	Mean
Std. Deviation	1,79253677	Std. Deviation
Absolute	,105	Absolute
Positive	,060	Positive
Negative	-,105	Negative
Test Statistic		,105
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data processed in 2026

The One-Sample Kolmogorov-Smirnov normalcy test yielded an Asymp. Sig. (2-tailed) score of 0.60, as shown in Table 3. Since this number is higher than the study's significance threshold of 0.05, the data are regarded as regularly distributed. This suggests that there is little deviation from a normal distribution in the data. If this normalcy assumption is fulfilled, parametric statistical techniques can be used for additional analysis.

b. Heteroscedaticity Test

The figure displays results of heterocedasticity test.

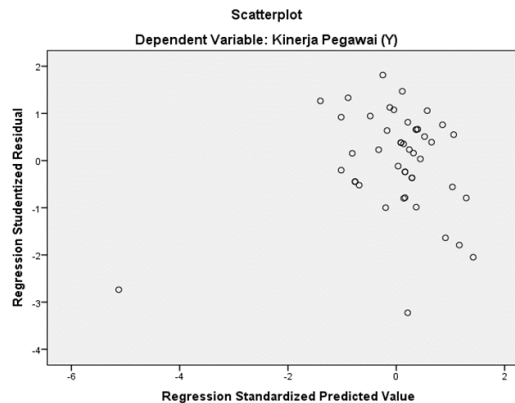


Figure 2. Scaterplot Heterocedasticity Test

Source: Data processed in 2026

Figure 2 shows no discernible pattern among the data points, which are randomly distributed above and below the zero line. This indicates that the regression model does not exhibit heteroscedasticity and meets the assumption of homoscedasticity, making it suitable for further analysis.

c. Multicolinerity Test

The table displays results of multicollinearity test

Table 4. Multicolinerity Test (Tolerance And VIF)

Model	Tolerance	VIF
1 (Constant)		
Occupational Safety and Health (X1)	,429	2,331
Job Training (X2)	,401	2,492
Job Rotation (X3)	,590	1,694

Source: Data processed in 2026

According to the table data, no independent variable has a VIF > 10 or a tolerance < 0.10. As a result, multicollinearity is not a problem for the regression model.

Multiple Linear Regression Analysis

The table displays results of multiple linear regression analysis

Table 5. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,456	2,679		2,037	,048
Occupational Safety and Health (X1)	,135	,139	,164	2,074	,036
Job Training (X2)	,498	,185	,468	2,690	,010
Job Rotation (X3)	,225	,221	,146	2,116	,015

Source: Data processed in 2026

The multiple linear regression equation can be derived as follows:

$$Y = 5,456 + 0,135 X_1 + 0,498 X_2 + 0,225 X_3$$

A multiple linear regression equation, which may be stated as follows, shows the connection between each independent variable and the dependent variable:

α = Constant value 5.456 shows that if the values of the Occupational Safety and Health (X1), Job Training (X2), and Job Rotation (X3) variables are all zero (0), the Employee Performance (Y) value will remain at 5.456.

β_1 = Occupational Safety and Health variable has a regression coefficient value of 0.135. This means that Employee Performance increases by 0.135 units for every one-unit increase in the Occupational Safety and Health variable, assuming other independent variables remain constant. Since the significance value is $0.036 < 0.05$, it is said that there is a statistically significant relationship between Occupational Safety and Health and Employee Performance. This indicates that Occupational Safety and Health has a positive and significant impact on Employee Performance.

β_2 = The Job Training variable has a regression coefficient value of 0.498. This means that Employee Performance increases by 0.498 units for every unit of the Job Training variable with other variables remaining constant. Since the significance value is $0.010 < 0.05$, it can be said that there is a statistically significant relationship between Job Training and Employee Performance. This indicates that Employee Performance is positively and significantly influenced by Job Training.

β_3 = The Job Rotation variable has a regression coefficient value of 0.225. Employee performance increases by 0.225 units for every one-unit increase in the Job Rotation variable, with other variables held

constant. Since the significance value is $0.015 < 0.05$, it can be said that there is a statistically significant relationship between Job Rotation and Employee Performance. This indicates that Job Rotation has a positive and significant effect on Employee Performance.

Coefficient of Determinat (R²) Analysis

The table displays results of coefficient of determination analysis

Table 6. Results of Determinat Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 ^a	.491	.454	1,855

Source: Data processed in 2026

The coefficient of determinati value or R-square 0.491. This shows that the variance in the variables, namely the Occupational Safety and Health (X1), Job Training (X2), and Job Rotation (X3) variables, explains 49.1% of the variation in the Employee Performance (Y) variable, while the remainder ($100\% - 49.1\% = 50.9\%$) is explained by other factors.

Simultaneous Test (F Test)

The table displays results of simultaneous test (F Test)

Table 7. F Test Results

Model	Sum of Squares	df	Mean Square	F	Say.
1 Regression	139,341	3	46,447	13,491	.000 ^b
Residual	144,593	42	3,443		
Total	283,935	45			

Source: Data processed in 2026

Known $F_{\text{heatingg}} 13,491 > F_{\text{table}} 2.82$ eyes H_0 rejected and H_4 accepted when the significance of F; $0.000 < 0.05$. This shows that Employee Performance is positively and significantly influenced by Occupational Safety and Health, Job Training, and Job Rotation simultaneously.

Partial Test (T Test)

The influence of each independent variable was tested using a partial test (t-test) (Occupational Safety and Health, Job Training and Job Rotation) on the dependent variable (Employee Performance).

- a. The partial influence of Occupational Safety and Health variables on Employee Performance.

Based on the t-count value of $2.074 > t\text{-table } 2.018$ with a significance level of $0.036 < 0.05$, H_0 is rejected and H_1 is accepted, indicating that Occupational Safety and Health has a positive and significant partial effect on the Performance of Fire Department Employees in Bangli Regency.

- b. The partial influence of Job Training variables on Employee Performance.

Based on the calculated t-value of $2.690 > t\text{-table } 2.018$ at a significance level of $0.010 < 0.05$, H_0 is rejected and H_2 is accepted, indicating that Job Training has a positive and significant partial effect on the Performance of Fire Department Employees in Bangli Regency.

- c. The partial influence of job rotation variables on employee performance.

Based on the calculated t-value of $2.116 > t\text{-table } 2.018$ with a significance level of $0.015 < 0.05$, H_0 is rejected and H_3 is accepted, indicating that Job Rotation has a positive and significant partial effect on the Performance of Fire Department Employees in Bangli Regency.

Discussion

The Influence of Occupational Safety and Health on Employee Performance

Based on the results of testing the first hypothesis in this study regarding the influence of occupational safety and health on employee performance, $t_{\text{count}} (2,074) > t_{\text{table}} (2.018)$, significance level $0.036 < 0.05$, then (H_0) is rejected and (H_1) accepted. Occupational safety and health have a positive and significant partial effect on employee performance.

This means that improving the implementation of occupational safety and health is linked to improved employee performance in carrying out operational tasks. A safe work environment and the availability of adequate safety equipment provide a sense of security for employees. These conditions support work concentration, accuracy, and speed in taking action, especially in emergency situations that require a rapid response. This sense of security can increase self-confidence and readiness to carry out tasks in the field. The implementation of good safety standards supports job stability, so that employees can carry out their roles more optimally in accordance with job demands.

This result is in line with Alfandi & Hermen (2024); Rindia *et al.* (2024) who argue that occupational safety and health have a positive and significant influence on employee performance.

The Influence of Job Training on Employee Performance

Based on the second hypothesis test of this study regarding the influence of job training on employee performance obtained $t_{\text{count}} (2,690) > t_{\text{table}} (2,018)$, significance level $0.010 < 0.05$, then H_0 rejected and H_2 accepted. Job training has a positive and significant partial effect on employee performance.

This means that employees' skills and talents can be enhanced through on-the-job training to help them perform their duties. Training programs provide a deeper understanding of work procedures, equipment usage, and emergency response in the field. Job training also plays a role in developing employees' mental readiness and professionalism in facing various dynamic work conditions. The knowledge and experience gained during training contribute to increased self-confidence and the ability to adapt to various situations. Appropriate training intensity can strengthen individual competencies, enabling optimal task execution in line with job demands.

This result is in line with Maidarti *et al.* (2022); Mamiasri *et al.* (2023); Safitri *et al.* (2023) stated that job training has a positive and significant effect on employee performance.

The Effect of Job Rotation on Employee Performance

Based on the third hypothesis test of this study regarding the influence of job rotation on employee performance obtained $t_{\text{count}} (2,116) > t_{\text{table}} (2,018)$, significance level $0.015 < 0.05$, so (H_0) is rejected and (H_3) accepted. Job rotation has a positive and significant partial effect on employee performance.

This means that job rotation contributes to improving employee skills through the variety of tasks performed. Changing job positions provides new experiences and broadens understanding of various job functions within the organization. Job rotation also helps reduce work boredom caused by repetitive routines. Variation in tasks creates a more dynamic work environment, thereby maintaining employee motivation and enthusiasm. Cross-position experience helps employees understand the overall workflow, thus improving coordination and effectiveness in meeting operational demands.

This result is in line with Marlius & Sari (2023); Waruwu *et al.* (2025) showed that job rotation has a positive and significant effect on employee performance.

The Influence of Occupational Safety and Health, Job Rotation Training, and Employee Performance

Based on the fourth hypothesis test in this study regarding the influence of occupational safety and health, job training, job rotation in a way simultaneous to employee performance is known $F_{\text{count}} (13,491) > F_{\text{table}}(2.82)$, the significance value of F is $0.000 < 0.05$, then H_0 rejected and H_4 accepted. Occupational safety and health, job training, and job rotation have a positive and significant simultaneous effect on employee performance.

This means that the three independent variables are related and contribute to improving employee performance. Occupational safety and health provide protection and a sense of security at work, job training improves technical abilities and skills, and job rotation provides task variety that can broaden work experience. The significant simultaneous effect indicates that employee performance improvement is influenced by a number of interrelated factors, rather than being determined by a single factor. A safe work environment without adequate training will be less than optimal in improving performance. Good training without task variation also has the potential to lead to job burnout. The synergy between these three variables is a crucial factor in shaping more optimal employee performance, especially in dynamic and high-risk jobs such as firefighting.

The integration of occupational safety, competency development through training, and job rotation management demonstrates that the organization has a fairly comprehensive approach to human resource development. This reflects the ability of employee performance to develop sustainably when supported by a work system that addresses safety, skill development, and balanced task management.

Implicitly regarding the relationship between the influence of occupational safety and health, job training, job rotation in a way simultaneous to Employee performance has not been discussed explicitly in previous research, so it still requires more in-depth study.

CONCLUSION

Based on research findings and discussions, occupational health and safety have a positive and significant impact on employee performance at the Bangli Regency Fire Department. This means that increased implementation of occupational health and safety is associated with improved employee performance in carrying out operational tasks. A safe work environment and the availability of adequate safety equipment provide employees with a sense of security while working.

Job training has a positive and significant partial impact on the performance of Bangli Regency Fire Department employees. The training

provided improves employees' abilities and skills in carrying out their duties. The training program provides a deeper understanding of work procedures, equipment use, and emergency response in the field. This contributes to increased accuracy and effectiveness in work execution.

Job rotation has a positive and significant partial effect on the performance of Bangli Regency Fire Department employees. This means that job rotation contributes to improving employee skills through the variety of tasks performed. Changing job positions provides new experiences and broadens understanding of various job functions within the organization.

Occupational safety and health, job training, and job rotation simultaneously have a positive and significant effect on the performance of Bangli Regency Fire Department employees. This means that the three independent variables have a mutually beneficial relationship that improves employee performance. Occupational safety and health provide protection and a sense of security at work, job training improves technical abilities and skills, and job rotation provides a variety of tasks that can broaden work experience.

SUGGESTION

Based on the conclusion, the researcher suggests the Occupational Safety and Health variable, Bangli Regency Fire Department to improve the management of personal protective equipment (PPE) through data collection, feasibility checks, and replacement of damaged PPE so that the risk of work accidents can be minimized. Job Training Variable, agencies are advised to develop more applicable training programs according to field conditions by increasing simulations and practices so that employee competence and readiness in facing emergencies increases. Job Rotation Variable, Bangli Regency Fire Department is advised to implement periodic task rotation according to employee competence to reduce boredom, expand work experience, and improve adaptability. Employee Performance Variable, employees are advised to improve their ability to manage several tasks simultaneously through coaching, time management training, and emergency condition simulations so that work can be done quickly and in a coordinated manner.

Considering that the research results show that the variables of Occupational Safety and Health, Job Training, and Job Rotation have the ability to explain employee performance in the moderate category, further researchers are advised to include additional factors such as work motivation, leadership, work environment, work discipline, salary, or workload that can affect employee performance. Further research can also expand the research object to fire departments in other regions or

organizations with similar work characteristics to obtain broader and more comprehensive results.

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