



The Influence of Occupational Safety and Health and the Application of Transactional Leadership on Employee Performance Through Work Discipline at PT Wira Duta Fiberglass

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ABSTRACT

The manufacturing industry often involves work with a high risk of work accidents and employees tend to be followers or workers who only follow the direction of the leadership and standard operating procedures from the company. This study aims to analyse the effect of occupational safety and health and the application of transactional leadership on employee performance through work discipline at PT Wira Duta Fiberglass. This study reveals that the factor that has the most positive and significant effect on employee performance is occupational safety and health, followed by transactional leadership and work discipline. The factor that has the most positive and significant effect on work discipline is transactional leadership, but occupational safety and health has no significant effect on work discipline. Work discipline is able to mediate the relationship of transactional leadership to employee performance but is unable to mediate the relationship of occupational safety and health to employee performance.

INTRODUCTION

Human resources as one of the important factors in a company must have clear rules and a good management system to get optimal results in accordance with what the company wants. One of the main things that needs to be considered is that employees as human resources greatly affect the results of company performance through employee performance, Sembiring, et.al., (2024).

PT Wira Duta Fiberglass is a company engaged in the production of fibreglass, established in 2000. Employee performance is the key to success for every company including PT Wira Duta Fiberglass. Better employee performance will help improve employee quality as well Arifin et al., (2023). However, the fact is that employee performance at PT Wira Duta Fiberglass is not stable. There are failed products in several stages of production and decreased employee work value.

Many factors affect employee performance. One of the things that drives the company forward and makes employees comfortable in carrying out their work in the company is that employees work in guaranteed occupational safety and health standards while working and there is a leader who can carry out his leadership function so that employees who work can be motivated and provide good performance according to the direction of their leaders Rozi, et. al, (2021).

According to Omofowa et al. (2021) emphasises that best practices in occupational safety and health can improve employee performance. Occupational safety and health creates a safe, healthy work environment, which can increase employee comfort and morale. When occupational safety and health standards are met and employees feel comfortable, employees will be more likely to focus on their performance which can improve work discipline Akbar & Sinaga (2023). Work-related accidents have both direct and indirect impacts that can cause losses including delays in production, loss of customers and the cost of healing affected workers. Workplace accidents impact the company and result in death and suffering due to accidents Rostina at al (2020).

The instability of employee performance at PT Wira Duta FiberGlass occurs due to the company's lack of attention to the safety and health aspects of employee work, namely there are still some employees who experience illness and accidents while working. The number of cases of work accidents occurs inseparable from the lack of supplies of equipment and equipment or personal protective equipment for employees in carrying out their duties, so this greatly affects employee performance.

The importance of paying attention to K3 in manufacturing companies is of course because K3 can help employees in completing their tasks which are full of risks of accidents while working. This is in line with research by Watoni (2020) saying that occupational safety and health has a positive and significant relationship with employee performance, while the results of research by Chen et al., (2022) say occupational safety and health has no significant effect on employee performance.

Companies must also focus on leadership aspects to improve company performance. Leadership is one of the keys to organisational success, with the application of effective leadership can improve employee discipline and performance, and one type of leadership is transactional leadership Achmad Rozi, *et. al*, (2021)

Transactional leadership is important to note in manufacturing businesses because employees are used as followers, namely only following directions and orders from superiors to work on or make a product and for the characteristics of employees who work at PT Wira Duta Fiberglass with a lack of educational background, leaders must focus on active and passive direction so that employees can be more disciplined and understand the tasks assigned to them, especially in the fiber production process.

Based on the results of Purwanto *et al.*, (2020) said that transactional leadership has a positive and significant relationship with employee performance, while the results of Achmad Rozi, *et. al*, (2021) said transactional leadership does not have a positive relationship and has no significant effect on employee performance.

The existence of occupational safety and health, including the role of leaders and employee involvement is very important to achieve organisational goals including improving employee work discipline. Furthermore, what can affect employee performance is work discipline.

Work discipline is the awareness and willingness of employees to obey all organisational/company rules and social norms that apply Ghulam, (2023). The phenomenon that occurs at PT Wira Duta FiberGlass Deli serdang is that there are still employees who do not pay attention and care less about work discipline. And employees lack discipline in using personal protective equipment for work.

High work discipline can increase work effectiveness and efficiency, thereby contributing to improved performance. As research conducted by Chrisnanto & Riyanto, (2020), Puspasari *et al.*, (2024) that work discipline has a positive and significant effect on employee performance, but in contrast to research conducted by Hidayat & Renaldi, (2023) that work discipline has no influence on the employee performance process and research by Zaeni *et al.*, (2023) that work discipline has no significant effect on employee performance.

Based on the phenomenon of problems and gap research that has been stated, the researcher is interested in conducting research with the title 'The Effect of Occupational Safety and Health and the Application of Transactional Leadership on Employee Performance through work discipline at PT Wira Duta Fiberglass.

LITERATURE REVIEW

Concept of Occupational safety and health

According to Rikhotso *et al.*, (2024) Occupational safety and health and environmental protection are efforts to create a safe, comfortable and healthy workplace. So that it can minimise or eliminate the risk of work accidents and occupational diseases which in turn can improve employee performance.

Concept of Transactional Leadership

According to Achmad & Fitriansyah, (2021) Transactional Leadership exchanges rewards with job completion, in this case the leader guides, motivates his followers towards the goals to be achieved, the leader has a relationship with his employees through a transaction in completing the work that has been assigned. with the rewards given to motivate his employees.

Concept of Work Discipline

Work discipline is the willingness that comes from a person's conscience to follow and try to comply with company rules and every norm that exists in the organisation Kelibuli *et al.*, (2020). This discipline is critical to the success of any project or venture because it focuses on meeting the needs and expectations of stakeholders Marzullo *et al.*, (2021).

Concept of Employee Performance

According to Yating (2024) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that are determined in advance and have been agreed upon.

RESEARCH METHOD

This research employs a quantitative, utilizing questionnaires completed by respondents. The primary data source for this study consists of employees from PT Wira Duta Fiberglass, while secondary data includes journals, literature, and various documents that serve as reference materials. The study follows a quantitative methodology, analyzing the data with SEM Smart PLS software. To measure the variable indicators, a Likert scale was used, which guided the development of statement items for the questionnaires, to be answered by the respondents. The population under investigation comprises all 46 employees of PT Wira Duta Fiberglass. A saturated sampling technique is employed, meaning that every individual in the population is included as part of the sample.

RESULTS

Research Results

This study analysis was carried out using a quantitative method approach with descriptive analysis and hypothesis testing using SEM-PLS.

Table 1. Characteristics of Respondents by Age and Gender

Age and Gender						
Frequency			Percentage			
Age	Male	Female	Total	Male (%)	Female (%)	Total
24-28	4	5	9	8,69	10,86	19,55
29-33	6	13	19	13,04	28,26	41,3
34-38	5	5	10	10,86	10,86	21,72
39-43	1	5	6	2,17	10,86	13,03
44-48	-	-	-	-	-	-
49-52	2	-	2	4,34	-	4,34
Total	18	28	46	39,13%	60,84	100

Source: PT Wira Duta Fiberglass 2025

From Table 1 it can be seen that the number of female respondents is 28 people (60.84%) and male respondents are 18 people (39.13%) with the youngest age of 24 years and the oldest 52 years. The most respondents were women aged 29-33 years, namely 13 people or 28.26% of the total respondents and the least respondents were men aged 39-43 years, namely 1 person or 2.17% of the total respondents. This is because so far job applicants who want to work at PT Wira Duta Fiberglass are dominated by women, and according to existing policies the company still accepts female employees as long as their abilities are still in accordance with the type of work that will be given.

Table 2. Characteristics of Respondents by Age and Last Education

Age and Last Education										
Frequency						Percentage				
Age	SLTA	D3	S1	S2	Total	SLTA (%)	D3 (%)	S1 (%)	S2 (%)	Total
24-28 years	9	-	-	-	9	19,56	-	-	-	19,56
29-33 years	17	2	-	-	19	36,95	4,34	-	-	41,29
34-38 years	8	1	1	-	10	17,39	2,17	2,17	-	21,73
39-43 years	6	-	-	-	6	13,04	-	-	-	13,04
44-48 years	0	-	-	-	0	0	-	-	-	0
49-52 years	2	-	-	-	2	4,34	-	-	-	4,34
Total	42	3	1	-	46	91,28	6,51	2,17	-	100

Source: PT Wira Duta Fiberglass 2025

From Table 2 it can be seen that the highest number of respondents is at the age of 29-33 with the latest high school education, namely 17 people or 36.95% of the total and the fewest respondents are at the age of 34-38 with the latest education D3 and S1 each 1 person or 2.17% of the total respondents. The most respondents are only high school graduates because the qualifications required for the type of work at PT Wira Duta Fiberglass can be met by high school graduates.

Table 3. Characteristics of Respondents by Age and Length of Service

Age and Length of Service												
Age	Frequency						Percentage					
	0-5 years	6-10 years	11-15 years	16-20 years	21-24 years	Total	0-5 years (%)	6-10 years (%)	11-15 years (%)	16-20 years (%)	21-24 years (%)	Total
24-28 years	9	-	-	-	-	9	19,56	-	-	-	-	19,56
29-33 years	12	7	-	-	-	19	26,08	15,21	-	-	-	41,29
34-38 years	-	1	9	-	-	10	-	2,17	19,56	-	-	21,73
39-43 years	-	-	4	2	-	6	-	-	8,69	4,34	-	13,03
44-48 years	-	-	-	-	-	-	-	-	-	-	-	-
49-52 years	-	-	-	-	2	2	-	-	-	-	4,34	4,34
Total	21	8	13	2	2	46	45,64	17,38	28,25	4,34	4,34	100

Source: PT Wira Duta Fiberglass 2025

From Table 3 it can be seen that the highest number of respondents is at the age of 29-33 with a length of work of 0-5 years, namely 12 people or 26.08% of the total and the fewest respondents are at the age of 34-38 with a length of 6-10 years, namely 1 person or 2.17% of the total respondents.

Table 4. Characteristics of Respondents based on Gender and Last Education

Gender and Last Education										
Gender	Frequency					Percentage				
	SLTA	D3	S1	S2	Total	SLTA (%)	D3 (%)	S1 (%)	S2 (%)	Total
Male	15	2	1	-	18	32,60	4,34	2,17	-	39,11
Female	27	1	-	-	28	58,69	2,17	-	-	60,86
Total	42	3	1	-	46	91,29	6,51	2,17	-	100

Source: PT Wira Duta Fiberglass 2025

From Table 4 it can be seen that the number of female respondents is 28 people (60.84%) and 18 male respondents (39.13%). The most respondents were women with high school education, namely 27 people or 58.69% of the total respondents and the least respondents were women with D3 and men with S1 education, each as many as 1 person or 2.17% of the total respondents

Table 5. Characteristics of Respondents Gender and Length of Service

Gender and Length of Service												
Gender	Frequency						Percentage					
	0-5 years	6-10 years	11-15 years	16-20 years	21-24 years	Total	0-5 years (%)	6-10 years (%)	11-15 years (%)	16-20 years (%)	21-24 years (%)	Total
Male	7	3	6	-	2	18	15,21	6,51	13,04	-	4,34	39,1
Female	14	4	8	2	-	28	30,43	8,69	17,39	4,34	-	60,85
Total	21	7	14	3	2	46	45,64	15,2	30,43	4,34	4,34	100

Source: PT Wira Duta Fiberglass 2025

From Table 5 it can be seen that the number of female respondents is 28 people (60.84%) and male respondents are 18 people (39.13%). The most respondents are women who have worked 0-5 years, namely 14 people or 30.43% of the total respondents, the least respondents are women who have worked 16-20 years and men who have worked 21-24 years each as many as 2 people or 4.34% of the total respondents.

Table 6. Characteristics of Respondents Last Education and Length of Work

Last Education and Length of Work												
Last Education	Frequency						Percentage					
	0-5 years	6-10 years	11-15 years	16-20 years	21-24 years	Total	0-5 years (%)	6-10 years (%)	11-15 years (%)	16-20 years (%)	21-24 years (%)	Total
SLTA	21	6	11	2	2	42	45,65	13,04	23,91	4,34	4,34	91,28
D3	-	2	1	-	-	3	-	4,34	2,17	-	-	6,51
S1	-	-	1	-	-	1	-	-	2,17	-	-	2,17
S2	-	-	-	-	-	-	-	-	-	-	-	-
Total	21	8	13	2	2	46	45,65	17,38	28,25	4,34	4,34	100

Source: PT Wira Duta Fiberglass 2025

From Table 6 it can be seen that the largest number of respondents are employees with the last education of high school and have worked 0-5 years as many as 21 people or 45.65% of the total respondents and the least respondents are employees with the last education D3 and S1 as many as 1 person or 2.17% of the total respondents.

A. Evaluation of Measurement Model

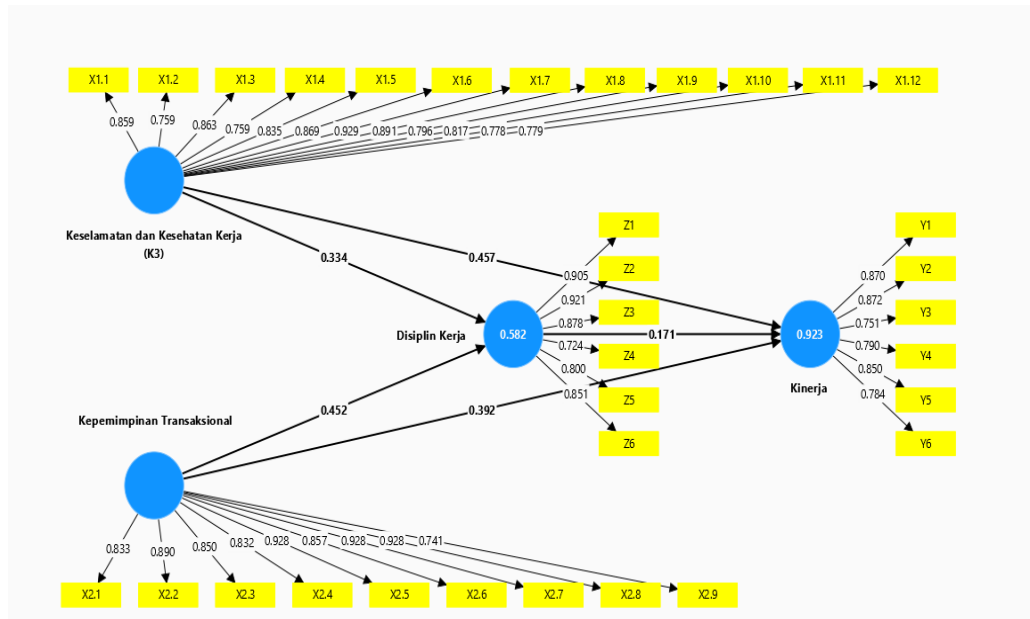


Figure 1. Measurement Model Results

Based on the results of the analysis carried out, the results of the loading factor, Composite Reliability, Cronbach's Alpha and Average Variance Extracted (AVE) are known as follows:

Table 7. Outer Loading, Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE)

Variable	Measurement items	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Occupational Health and Safety (OHS)	OHS 1	complete personal protective equipment	0.859	0.958	0.963	0.688
	OHS 2	personal protective equipment according to the type of work	0.759			
	OHS 3	appropriate personal protective equipment	0.863			
	OHS 4	tidy working environment	0.759			
	OHS 5	comfortable working environment	0.835			
	OHS 6	peaceful working environment	0.869			
	OHS 7	the existence of OHS operational standards	0.929			

	OHS 8	training includes procedures for using personal protective equipment	0.891			
	OHS 9	evaluation of potential workplace hazards	0.796			
	OHS 10	healthy employee condition	0.817			
	OHS 11	physical and mental health support programme	0.778			
	OHS 12	work does not cause physical and mental harm	0.779			
Transactional Leadership	TL 1	work guidelines	0.833	0.958	0.965	0.752
	TL 2	Rewards	0.890			
	TL 3	rewarding work achievements	0.850			
	TL 4	correction of errors	0.832			
	TL 5	direct supervision	0.928			
	TL 6	help fix existing errors	0.857			
	TL 7	work monitoring	0.928			
	TL 8	give warning for mistakes	0.928			
	TL 9	punnishment	0.741			
Work Dicipline	WD 1	attend on time	0,905	0.923	0.939	0.721
	WD 2	get home on time	0,921			
	WD 3	obey the production process time	0,878			
	WD 4	use personal protective equipment according to regulations	0,724			
	WD 5	effort to come to work	0,800			
	WD 6	report work results	0,851			
Employee Performance	EP 1	able to achieve production targets	0.870	0.903	0.925	0.674
	EP 2	able to complete tasks on time	0.872			
	EP 3	Workload	0.751			
	EP 4	be careful at work	0.790			
	EP 5	Thorough	0.850			
	EP 6	Innovation	0.784			

Source: Smartpls 4 processed data, (2025)

From Table 7 Occupational safety and health variable is assessed using twelve valid items, showing a strong correlation with outer loading values between 0,759 – 0,929. Its reliability is good, with a composite score of 0,963 and a Cronbach's alpha of 0,958, both above 0,70. Convergent validity is supported by an AVE of 0,688 > 0,50. Among the six validated measurement items, transactional leadership is most prominently represented by OSH 7 (0.929).

Transactional leadership variable is assessed using nine valid items, showing a strong correlation with outer loading values between 0,741 – 0,928. Its reliability is good, with a composite score of 0,965 and a Cronbach's alpha of 0,958, both above 0,70. Convergent validity is supported by an AVE of 0,752 > 0,50. Among the six validated measurement items, transactional leadership is most prominently represented by TL 5 (0.928), TL 7 (0.928), and TL 8 (0.928).

Work Dicipline variable is assessed using six valid items, showing a strong correlation with outer loading values between 0,724-0,921. Its reliability is good, with a composite score of 0,939 and a Cronbach's alpha of 0,923, both above 0,70. Convergent validity is supported by an AVE of 0,721 > 0,50. Among the six validated measurement items, transactional leadership is most prominently represented by WD 2 (0,921).

Employee Performance variable is assessed using six valid items, showing a strong correlation with outer loading values between 0,751 – 0,872. Its reliability is good, with a composite score of 0,925 and a Cronbach's alpha of 0,903, both above 0,70. Convergent validity is supported by an AVE of 0,674 > 0,50. Among the six validated measurement items, transactional leadership is most prominently represented by EP 2 (0,872).

B. Structural Model Evaluation

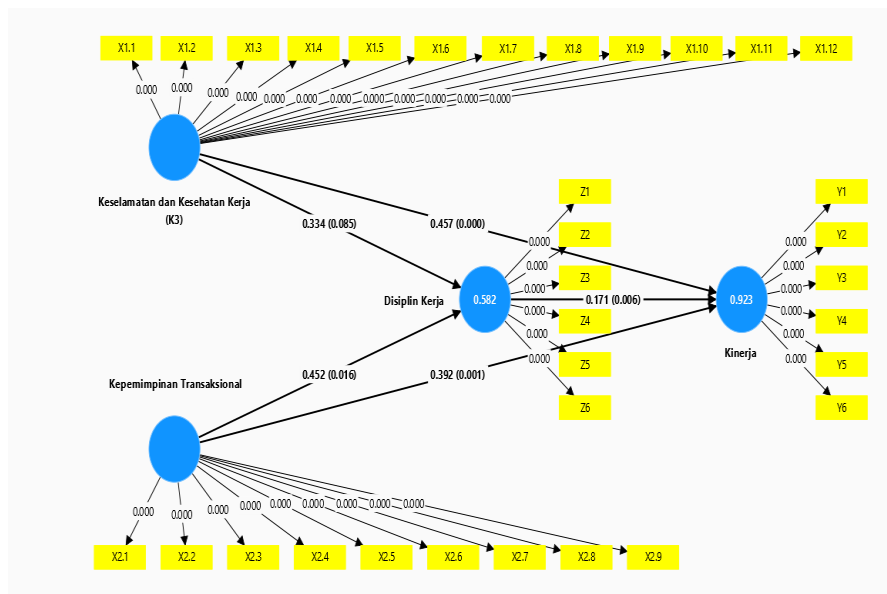


Figure 2. Structural Model Test Results

Table 8. Path Coefficient Significance Test, Multicollinearity between latent variables (VIF), F Square, Upsilon V

Hypothesis	Path Coefficient	P value	95% confidence interval Path Coefficient		Test Results / sig?	VIF	F Square / Upsilon V
			Lower limit	Upper limit			
Direct effect							
H1: Occupational Safety and Health -> Performance	0.457	0.000	0,235	0,680	positive and significant	2.395	0,552
H2: Transactional Leadership -> Performance	0.392	0.001	0,180	0,644	positive and significant	4.615	0.389
H3: Occupational Safety and Health -> Work Discipline	0.334	0.085	-0,012	0,767	positive and not significant	4.815	0.058
H4: Transactional Leadership -> Work Discipline	0.452	0.016	0,029	0,782	positive and significant	4.615	0,106
H5: Work Discipline -> Performance	0.171	0.006	0,036	0,282	positive and significant	4.881	0.158
Indirect effect (Hypothesis Testing (Mediation Effect))							
H6: Occupational Safety and Health -> Work Discipline -> Performance	0,057	0.176	-0,004	0,158	positive and not significant	-	0,005
H7: Transactional Leadership -> Work Discipline -> Performance	0,077	0.043	-0,001	0,147	positive and significant	-	0,003

Source: Smartpls 4 processed data, (2025)

Table 8. explain The evaluation indicate the structural model is acceptable, showing no multicollinearity among variables. The inner VIF values are below 5.

The hypothesis tests show are:

1. H1 has been "accepted"
2. H2 has been "accepted"
3. H3 has been "rejected"
4. H4 has been "accepted"
5. H5 has been "accepted"
6. H5 has been "accepted"
7. H6 has been "rejected"
8. H7 has been "accepted"

C. Evaluation of Model Fit and Goodness of Fit

Table 9. R Square

	R-square	R-square adjusted
Work Dicipline	0.582	0.563
Employee Performance	0.923	0.917

Source: Smartpls 4 processed data, (2025)

Based on Table 9 the r square value based on the existing processing results, it can be said that occupational safety and health (X1) and transactional leadership (X2) are able to influence employee work discipline by 58.2%, the remaining 41.8% is influenced by other factors outside this study. The category of influence based on Chin (1998) is a moderate influence because it is above 0.33 (33%).

Occupational safety and health, transactional leadership and work discipline are able to influence employee performance by 92.3%, the remaining 7.7% is influenced by other factors outside this study. The category of influence based on Chin (1998) is a high influence because it is above 0.66 (66%).

Table 10. SRMR

	Saturated model	Estimated model
SRMR	0.11	0.11

Source: Smartpls 4 processed data, (2025)

The Standardized Root Mean Square Residual (SRMR) is important for checking how well a model fits. It compares the actual data's correlation matrix with what the model predicts. Karin Schmelleh *et al* (2003) propose while a value between 0,08 and 0,10 can still be acceptable. In this case model has an SRMR of 0,11, it demonstrates that the linear regression model is both fitting and robust.

Based on hypothesis testing, both direct and indirect effects, the results are:

Table. 11 Summary of Hypothesis Testing Results

	Original sample (O)	P values	Conclusion
H1: Occupational Safety and Health -> Performance	0.457	0.000	Accepted
H2: Transactional Leadership -> Performance	0.392	0.001	Accepted
H3: Occupational Safety and Health -> Work Discipline	0.334	0.085	Rejected
H4: Transactional Leadership -> Work Discipline	0.452	0.016	Accepted
H5: Work Discipline -> Performance	0.171	0.006	Accepted
H6: Occupational Safety and Health -> Work Discipline -> Performance	0.057	0.176	Rejected

H7: Transactional Leadership -> Work Discipline -> Performance	0.077	0.043	Accepted
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Source: Smartpls 4 processed data, (2025)

DISCUSSION

The Effect of Occupational Safety and Health on Employee Performance

The regression analysis supports the (H1). Occupational Safety and Health positively influences employee performance. The path coefficient value is 0,457, meaning that the application of Occupational Safety and Health as much as one unit will increase employee performance by 0,457 units. The significant P-value of 0,000 confirms this relationship is valid and not due to chance. The 95% confidence interval of 0,235 to 0,680 and a high effect f-square value of 0,552. With the implementation of a good Occupational Safety and Health system at PT Wira Duta Fiberglass such as providing complete facilities and personal protective equipment, creating neat, comfortable, and peaceful work field conditions, implementing a K3 management system properly, and paying attention to the physical and mental conditions of employees, it can improve the way employees work and will affect employee performance. This research aligns with earlier findings by Wijdan & Irbayuni (2024) who said that when organisations emphasise Occupational Safety and Health practices, employees will show higher levels of performance.

The Effect of Transactional Leadership on Employee Performance

The regression analysis supports the (H2). Transactional Leadership positively influences employee performance. The path coefficient value is 0,392, meaning that the application of Transactional Leadership as much as one unit will increase employee performance by 0,392 units. The significant P-value of 0,001 confirms this relationship is valid and not due to chance. The 95% confidence interval of 0,180 to 0,644 and a high effect f-square value of 0,389. Therefore, the leadership of PT Wira Duta Fiberglass needs to implement a transactional leadership system, namely providing work guidelines so that employees can work according to standard operating procedures, providing rewards for achieving good employee performance, and supervising and assisting employees in correcting existing mistakes. This is in line with the research of Adriansyah et al (2020) found that transactional leadership significantly impacts performance through contingent rewards, namely leaders appreciate the achievements of their employees and not only direct employees but assist employees in correcting existing mistakes.

The Effect of Occupational Safety and Health on Work Dicipline

The regression analysis supports the (H3). Occupational Safety and Health positively influences work dicipline. The path coefficient value is 0,334, meaning that the application of Occupational Safety and Health as much as one unit will increase work dicipline by 0,334 units. But the effect is not significant significant P-value of 0,085. The 95% confidence interval of -0,012 to 0,767 and a low effect f-square value of 0,058.

Therefore, the implementation of a good Occupational Safety and Health system still needs to be considered by PT Wira Duta Fiberglass by fulfilling complete personal protective equipment, neat, comfortable, and peaceful work field conditions and paying attention to the K3 system and the physical and mental health of its employees can foster a sense of employee discipline even though not significantly. However, even so what happens in the field is that there are still employees who lack discipline when working, namely not using complete personal protective equipment according to company regulations stated in the respondent's answer to the fourth item. So that the need for awareness from employees of the importance of occupational safety and health while working. These results contradict the research of Iman et al., (2023) which says that a good occupational safety and health system can increase employee commitment to be careful at work, namely using complete personal protective equipment which makes employees more responsible in carrying out their duties.

The Effect of Transactional Leadership on Work Dicipline

The regression analysis supports the (H4). Transactional Leadership positively influences work dicipline. The path coefficient value is 0,452, meaning that the application of Transactional Leadership as much as one unit will increase work dicipline by 0,452 units. The significant P-value of 0,016 confirms this relationship is valid and not due to chance. The 95% confidence interval of -0,029 to 0,782 and a moderate effect f-square value of 0,058. This indicates that the leader of PT Wira Duta Fiberglass needs to improve the transactional leadership system to improve employee dicipline. By giving achievement awards, giving punishments, and supervising and assisting employees in correcting mistakes in the implementation of work, it can improve the work dicipline of PT Wira Duta Fiberglass employees. These results are in line with Liu and Khai's research (2024) which states that transactional leadership positively affects employee performance and commitment through direct supervision to maintain dicipline in the workplace.

The Effect of Work Dicipline on Employee Performance

The regression analysis supports the (H5). Work Dicipline positively influences employee performance. The path coefficient value is 0,452, meaning that the application of Transactional Leadership as much as one unit will increase employee performance by 0,452 units. The significant P-value of 0,016 confirms this relationship is valid and not due to chance. The 95% confidence interval of -0,029 to 0,782 and a moderate effect f-square value of 0,058. This finding is supported by Research by Senoaji at al (2023) emphasises that employees are critical to improving performance dicipline, as it instils a sense of responsibility among employees. This sense of responsibility is critical to creating a conducive work environment where employees feel motivated to do their best.

The Effect of Occupational Safety and Health on Employee Performance Through Work Dicipline

The regression analysis supports the (H6). Occupational Safety and Health positively influences employee performance through work dicipline. The path coefficient value is 0,057, meaning that the application of Occupational Safety and Health as much as one unit will increase work dicipline by 0,057 units. But the effect is not significant significant P-value of 0,176. The 95% confidence interval of -0,004 to 0,158

and a low effect Upsilon V value of 0,005. The results obtained were unexpected, where work discipline was unable to significantly mediate the relationship between occupational safety and health on the performance of employees of PT Wira Duta. Even though personal protective equipment is available, there are still employees who do not use personal protective equipment when working. The results of this study contradict research conducted by Hendiani & Wediawati (2023) saying that improved health and safety measures lead to improved employee performance through improved work discipline which shows that safety and work discipline are mutually bound.

The Effect of Transactional Leadership on Employee Performance Through Work Dicipline

The regression analysis supports the (H7). Transactional Leadership positively influences employee performance through work dicipline. The path coefficient value is 0,077, meaning that the application of Transactional Leadership as much as one unit will increase employee performance by 0,392 units through work dicipline. The significant P-value of 0,043 confirms this relationship is valid and not due to chance. The 95% confidence interval of -0,001 to 0,147 and a low effect f-square value of 0,003. The results of this study indicate that work discipline is able to positively and significantly mediate the effect of transactional leadership on the performance of employees of PT Wira Duta Fiberglass. These results are in accordance with the research of Javed et al (2024). which says that transactional leadership has a positive and significant effect on employee performance in various sectors, including manufacturing, where discipline is the most important thing.

CONCLUSSION

This study found that Occupational safety and health has a positive and significant effect on the performance of employees of PT Wira Duta Fiberglass, Transactional leadership has a positive and significant effect on the performance of employees of PT Wira Duta Fiberglass, Occupational safety and health has a positive and insignificant effect on the work discipline of PT Wira Duta Fiberglass, Transactional leadership has a positive and significant effect on the work discipline of PT Wira Duta Fiberglass, Work discipline has a positive and significant effect on the performance of employees of PT Wira Duta Fiberglass, Occupational safety and health has a positive and insignificant effect on performance through work discipline of PT Wira Duta Fiberglass, Transactional leadership has a positive and significant effect on performance through work discipline at PT Wira Duta Fiberglass.

Further research is needed into the factors that influence employee discipline and performance, including working conditions, organisational culture, employee attitudes and behaviours and work-life balance. In addition, it is also important to study how organisations improve work discipline and assess its impact on performance and other outcomes. Future research should explore different aspects of work discipline such as compensation, training, work attitude as specific strategies used by organisations.

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