

The Effect of Occupational Safety and Health on Performance Through the Mediating Variable of Discipline on Employees of PT. Energi Mega Persada Bentu-Korinci Baru Limited

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Article Info	Abstract
Received : 2025-06-11 Accepted : 2026-09-30 Published : 2026-09-30	<i>The purpose of this study is to determine and analyze the effect of occupational safety and health on performance through discipline variables as mediation in Energi Mega Persada Bentu-Korinci Baru Limited employees. The method used in this study is quantitative descriptive. The data collection technique used is by using a structured questionnaire. A structured questionnaire was conducted to obtain information from respondents about the Effect of Occupational Safety and Health on Performance Through Discipline Variables as Mediation in Energi Mega Persada Bentu-Korinci Baru Limited Employees. The population in this study were all Energi Mega Persada Bentu-Korinci Baru Limited Employees totaling 160 people. In this study, the Probability Sampling technique was used with sampling carried out using the census method where the entire population was sampled using the SEM technique. The results of this study indicate that Occupational Safety has a significant effect on work discipline. Occupational health has a significant effect on work discipline. Occupational safety has a significant effect on employee performance. This means that the company has provided work tools for Safety, Health & Environment where employees work where warning signs are always given so that employee performance can improve. Occupational health has a significant effect on employee performance. Work discipline has a significant effect on employee performance. This means that employees are very disciplined in working to comply with the rules that have been agreed upon together so that it improves employee performance. Occupational safety has a positive and significant effect on employee performance through work discipline. This means that with the increasing level of employee work discipline and supported by complete equipment in working, it will improve employee performance. Occupational health has a positive and significant effect on employee performance through work discipline. This means that the work discipline of employees always enters with working hours in accordance with company regulations and is supported by routine checks on employees so that it can improve employee performance.</i>
Keywords: Occupational Safety and Health, Performance, Discipline, Employee Performance	

Introduction

Performance is an important factor in the routine tasks that should be considered by organizations, whether private or public. Malthis and Jackson (2012) stated that performance, or work outcomes, refers to the quality and quantity of work achieved by employees over a period of time in carrying out their assigned tasks in accordance with their responsibilities. Good employee performance

supports the achievement of organizational goals. Therefore, every organization must be able to assess employee performance and identify the various factors that affect it.

Employee performance is measured using KPIs, which serve as an important analytical tool for managers to assess business performance and evaluate employee performance. EMP Bentu-Korinci Baru Limited is a private national company that has a cooperation contract with the government to manage the Mining Work Area, which has a transparent and measurable performance management system, namely Key Performance Indicators (KPIs), agreed upon by both superiors and subordinates. Employee performance evaluations are based on competencies and are not influenced by subjectivity. The following are the Key Performance Indicators (KPIs) for PT Energi Mega Persada Bentu-Korinci Baru Limited for the years 2020-2022:

Table 1. Employee Performance Data Based on Key Performance Indicators for the Years 2020-2022

No	Assessment Category	Weight (%)	Total Score (%)		
			2020	2021	2022
1	Quality	15	14.80	13.20	11.60
2	Quantity	15	13.08	15.00	12.00
3	Responsibility	10	7.50	8.00	8.30
4	Company Target	60	49.00	45.10	40.00
Total		100	84.38	81.30	71.90

Information:

1. Very Good : 90 – 100
2. Good : 78 – 89
3. Average : 64 – 77
4. Poor : 48 - 63
5. Very Poor : ≤ 48

Source: PT Energi Mega Persada Bentu-Korinci Baru Limited, 2023

Based on Table 1, employee performance as seen on the Key Performance Indicators from 2020 to 2022 was in the good category, but in 2023, it became adequate in the employee performance evaluation, indicating a decline. This indicates that there are issues with employee performance in the workplace, as the quality and targets of company work have significantly declined from 2020 to 2022. However, it is crucial for a company to achieve its set work targets to fulfill the company's vision and mission through effective and efficient work. To assess the performance of all employees of PT Energi Mega Persada Bentu-Korinci Baru Limited from 2020 to 2022, refer to the following table:

Table 2. Overview of Employee Performance Evaluation for 2020–2022

Years	Total Employees	Range Assessment					
		Very Good	%	Good	%	Average	%
2020	112	38	33.9	62	55.3	12	10.7
2021	147	54	36.7	67	45.6	26	17.6
2022	160	58	36.2	63	39.3	39	24.3

Source: PT Energi Mega Persada Bentu-Korinci Baru Limited, 2023

Based on Table 2, the majority of employees are rated as “good,” indicating that their performance is acceptable. However, this has not yet reached the target of achieving an “excellent”

performance level, which reflects the highest standard of performance. The underutilization of employees' potential is evident in the quality of work outcomes, which do not align with the individual and group performance targets set by company management. Work errors and administrative shortcomings still frequently occur, leading to follow-up tasks that hinder the completion of certain previously targeted tasks.

One of the factors in determining employee performance is work discipline. Discipline reflects an employee's commitment to fulfilling all work requirements assigned to them. According to Hasibuan (2018), work discipline is the most important component of human resource management, as the better the employees' discipline, the higher the work performance (productivity) they achieve. Furthermore, according to Dharmawan (2016), the more disciplined employees are, the higher their performance, and the easier it is for the organization to achieve its goals.

The awareness to complete tasks properly, timeliness in arriving at work, and alignment of actions with established policies are manifestations of work discipline. From performance indicators, it can be seen how far employees' work discipline extends within an organization. At PT Energi Mega Persada Bentu-Korinci Baru Limited, employees appear to lack discipline in achieving the targets assigned to them. The level of absenteeism also reflects how effectively employees are motivated to work and complete their tasks optimally. Enforcing work discipline is crucial for the company. Below is the table of work discipline data for employees of PT Energi Mega Persada Bentu-Korinci Baru Limited in 2022.

Table 3. Work Discipline Data of Employees, 2020-2022

Year	Total Employees	Workday Effectiveness	Total Workday	Number of Absences (days)			Total Absences (days)	Level Percentage (%)
				A	T	S		
2020	112	252	28224	11	13	8	32	0.11%
2021	147	252	37044	16	22	9	47	0.13%
2022	160	252	40320	19	24	22	65	0.16%

Source: PT Energi Mega Persada Bentu-Korinci Baru Limited, 2023

Based on Table 3, it shows that employee discipline has a percentage of total employees that has increased significantly. The data indicates evidence of employees' lack of discipline in adhering to one of the rules that should be followed in accordance with applicable regulations. In fact, discipline is key to improving performance within a company. Discipline is a management action to encourage employees to fulfill various requirements and standards, reflecting the level of responsibility that an individual applies to the tasks assigned to them.

Discipline enforced by companies should include punishments for those who disobey, which can help companies reach their goals. Consistent discipline can have a positive impact on companies by supporting employee performance because discipline is a driving force that motivates people to behave in ways to achieve their own goals and help the company grow (Mondy, 2016).

Research by Arka and Dwi (2016) indicated a significant effect between work discipline and employee performance. Susanti (2018) research stated that work discipline has a significant positive impact on performance. Romualdus (2021) research found that discipline partially has a significant impact on performance. However, other research conducted by Benny and Sukmawati (2018) showed that work discipline does not significantly impact employee performance. One

effort to protect employees is by implementing an Occupational Safety and Health (OSH) program.

Occupational Safety and Health (OSH) is an activity that ensures the provision of safe working conditions, free from physical and mental hazards, through training, guidance, and control over the performance of employees' tasks, as well as providing assistance in accordance with applicable regulations, whether from government agencies or the companies they work for (Mathis and Jackson in Elphiana E.G., Yuliansyah M. Diah, 2017).

The increased attention to Occupational Safety and Health (OSH) aims to ensure that employees or staff achieve optimal health, enabling them to perform at their best. Additionally, another reason for prioritizing OSH is to enhance employee enthusiasm, work satisfaction, and participation, thereby ensuring improved employee performance. The efforts undertaken to control occupational safety and health include involving every supervisor in the selection of PPE, whether for EMP workers or contractor workers. The selection of PPE is based on the type of hazard we evaluate. This selection also adheres to regulations such as SNI, ANSI, OSHA, NFPA, UL, and NIOSH, which govern PPE standards. Furthermore, all employees and contractor workers required for PPE use are provided with training. PPE training is given to all new employees and new contractor workers, with follow-up training conducted every six months as a refresher.

To prevent negligence by production employees regarding their safety and health at work, the company issues warnings about the importance of workplace safety and health and conducts awareness campaigns about the importance of the OSH program. The implementation of the OSH program at Energi Mega Persada Bentu-Korinci Baru Limited includes head protection (helmets), foot protection (boots), protective clothing (aprons [leather/rubber]), eye protection (face shields), respiratory protection (half masks/full masks), and hand protection (gloves).

PT. Energi Mega Persada Bentu-Korinci Baru Limited has provided all occupational safety and health requirements for employees, but work accidents are still possible. The following is the number of work accidents in 2018-2022 at PT. Energi Mega Persada Bentu-Korinci Baru Limited:

Table 4. Number of Workplace Accidents Among Employees from 2018 to 2022

Year	Number of Work Accidents	Classification of Work Accidents
2018	3	Minor
2019	2	Major
2020	2	Minor
2021	3	Major
2022	3	Minor

Source: EMP Bentu Ltd. & Korinci Baru Ltd., 2023

From the data in Table 4 above, it is known that in 2018 there were 3 workplace accidents classified as minor. In 2019, there were 2 severe workplace accidents due to employee negligence, such as hands being caught in drilling equipment and being pierced by screws. This is certainly a concern for the company. In 2020, there were two workplace accidents caused by slipping while lifting a power rig machine, and the second incident was due to negligence in operating a work vehicle. In 2021, there were three workplace accidents, and in 2022, there were three workplace accidents caused by employee negligence, resulting in minor damage to some equipment.

Several studies have been conducted on occupational safety and health (OSH) variables, including research by Pupung Purnamasari (2017), Surya Bakti (2019), Sophie Akhiria (2021), Maharani Ikaningtyas et al. (2019), Sri Harini et al. (2019), Jumanto and Ade Parlaungan Nasution

(2017), Atika Putri (2021), and Kamelia Sholikha (2019), which stated that occupational safety and health (OSH) has a significant positive effect on employee performance.

Several studies on discipline variables, including those conducted by Rina Yuliani (2019), Surya Bakti (2019), Alfa Omega Hutagalung and Zulfa Fitri Ikatrinasari (2018), Jumanto and Ade Parlaungan Nasution (2017), Atika Putri (2021), and Kamelia Sholikha (2019), stated that work discipline has a significant positive effect on employee performance.

The difference between this study and previous research is the addition of work discipline as a mediating variable. This is based on the results of research conducted by Prasetyanto (2018), which showed that occupational safety and health (OSH) is a determining factor in employee work discipline. Furthermore, research conducted by Suarni (2016) showed that occupational safety and health (OSH) has a positive and significant effect on employee performance. Meanwhile, research conducted by Achmad (2017) showed that occupational safety and health (OSH) does not affect work discipline and performance.

The difference in this study, aside from the differences from previous studies, is that the researcher added work discipline as a mediating variable between occupational safety and health (OSH) and performance. This is because an employee's discipline toward occupational safety and health (OSH) will affect their behavior in performing their work. This behavior will affect the productivity and performance of employees.

The grand theory of this study refers to research by Lussier (2015) in the two-factor motivation theory. Hygiene factors can motivate someone to overcome dissatisfaction, including interpersonal relationships, rewards, organizational culture, and so on (external factors), while motivator factors motivate someone to strive for performance, including achievement, recognition, advancement in life, and so on (internal factors).

Literature Review

Performance

According to Veithzal (2017), performance is the actual behavior shown by individuals as work achievements produced by employees in accordance with their roles within the company. Wirawan (2016) stated that performance is the output generated by the functions or indicators of a job or profession within a specific period of time. Mangkunegara (2016) defined performance or work achievement as the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities assigned to them.

Wilson Bangun (2016) defined performance as the results of work achieved by an individual based on job requirements. A job has specific requirements that must be carried out to achieve goals, also known as job standards. Malthis and Jackson (2013) stated that employee performance is based on a person's actions or inactions. Ruky (2015) stated that performance is a record of the results obtained from specific job functions or activities over a certain period of time.

It can be concluded that employee performance is the achievement of work results, both in terms of quality and quantity, achieved by employees during a certain period of time in carrying out their work duties in accordance with the responsibilities assigned to them. Setiawan (2016) stated that the performance of employees can be measured using the following indicators: accuracy of task completion, compliance with working hours, attendance rate, and cooperation between employees. Based on the PT. Mega Persada Bentu-Korinci Baru Limited Performance Indicators (2021), there are several indicators of performance, namely: (1) quality, (2) quantity, (3) responsibility, and (4) achievement of targets.

Work Discipline

According to Wursanto (2014), work discipline is an attitude of compliance with rules or regulations within an organization, which involves voluntarily integrating into the organization based on awareness, not coercion. Mathis and Jackson (2002) defined work discipline as the implementation of behavioral modification for troubled or unproductive employees. From the above opinions, it can be concluded that work discipline is the attitude of obedience, loyalty, and awareness of an individual or group of individuals toward formal or informal rules, which is reflected in their behavior and actions within an organization to achieve a specific goal. Lataner in Sutrisno (2019:87) stated that the indicators that can be used to assess employee work discipline are punctuality, compliance with company rules, and compliance with behavioral rules at work.

Occupational Safety and Health

According to Suwardi and Daryanto (2018), occupational safety and health (OSH) is an effort to mitigate the risk of accidents and work-related illnesses, which inherently cannot be separated between safety and health. According to Banyuwangi et al. in the Lating Book (2021), the implementation of Occupational Safety and Health (OSH) is one of the measures to create a comfortable and healthy workplace and prevent environmental pollution, which can reduce workplace accidents and work-related illnesses, ultimately enhancing work effectiveness and productivity.

According to the International Labour Organization (ILO) in Aprilliani et al. (2022), occupational safety and health (OSH) involves enhancing and maintaining the highest possible level of physical, mental, and social well-being for all workers across all types of work, preventing health issues caused by work, protecting workers in various jobs from risks arising from factors that may affect their health, placing and maintaining workers in a work environment suitable for their physiological conditions, and ensuring compatibility between work and workers, as well as between individuals and their tasks. Dimensions and Indicators of Occupational Safety According to Moenir (2014:3), the dimensions and indicators of occupational safety are as follows: Physical Work Environment, Social-Psychological Work Environment, Medical Work Environment, Employee Health Maintenance

Conceptual Framework And Hypothesis Development

The Effect of Occupational Safety and Health on Work Discipline

Occupational Safety and Health (OSH) is an activity that ensures the creation of safe working conditions, protected from physical and mental disturbances through training and development, guidance, and control over the performance of tasks by employees, as well as providing assistance in accordance with applicable regulations, whether from government agencies or companies where they work (Mathis and Jackson in Elphiana E.G., Yuliansyah M. Diah, 2017). Workplace safety refers to conditions that are safe or secure from suffering, damage, or loss at the workplace, while workplace health refers to conditions free from physical, mental, emotional, or pain-related issues caused by the work environment.

The increased attention to occupational safety and health (OSH) aims to ensure that employees or workers achieve optimal health, enabling them to perform their best. Additionally, another reason for prioritizing OSH is to enhance employee enthusiasm, work satisfaction, and participation, thereby ensuring improved employee performance. Occupational health programs are of utmost importance and should be prioritized by employers. A well-designed occupational health program offers significant benefits to employees, as it reduces absenteeism, creates a more pleasant work environment, and ultimately enables employees to work longer hours. Occupational health is a field of health science aimed at ensuring that workers achieve optimal health in terms

of physical, mental, and social well-being (Asmui, Hussin & Paino, 2012; 290). Additionally, occupational health refers to the general physical, mental, and emotional stability of individuals, with the goal of maintaining their overall well-being.

Health, as both a scientific and practical approach, seeks to study the factors that can cause illness in humans and simultaneously develop various methods or approaches to prevent illness, even promoting better health. According to Law No. 36 of 2009 on occupational health, occupational health efforts are aimed at protecting workers, enabling them to live healthy lives, and freeing them from health issues and adverse effects in their work environment.

H₁: Workplace Safety and Health has a Positive and Significant Effect on Employee Discipline

The Effect of Occupational Safety and Health on Employee Performance

Law No. 23 of 1992 on occupational health stated that companies are specifically obliged to check the physical health, mental condition, and physical abilities of new employees and those who have been transferred to new workplaces, in accordance with the nature of the work assigned to them, as well as conduct periodic health checks.

Occupational health can affect employee performance and has an important role in enhancing employee performance. Occupational health programs include providing occupational health protection for employees, preventing work-related illnesses, offering health services to employees, providing health facilities for employees, and ensuring health coverage. The medical aspects of the work environment include workplace cleanliness; employee performance can improve in a work environment that does not disrupt work activities. Waste disposal systems should not interfere with employee performance.

The provision of clean water and restroom facilities within the company is adequate and well-maintained. Occupational health maintenance includes optimal health insurance provided by the company. The company provides good healthcare services for its employees. Occupational health significantly contributes to improving employee performance. If employee performance is good, the company can achieve its targets and objectives optimally.

H₂: Workplace Safety and Health has a Positive and Significant Effect on Employee Performance

The Effect of Work Discipline on Employee Performance

Work discipline is an employee's willingness and desire to comply with all rules, norms, and regulations that apply in the company without coercion. To improve employee discipline, it is also necessary to support it with an improvement in work culture or organizational culture, which concerns the values and work methods applied in an organization. The implementation of a work culture that does not encourage improved performance and work discipline will certainly not support the implementation of tasks assigned to employees or staff. Work discipline is an issue in human resource management and is a major issue that deserves the organization's attention. Employee work discipline is considered important for the organization because the success of an organization is influenced by its performance.

Based on the results and analysis of the data collected, workplace safety has a negative and significant impact on employee performance. This differs from the findings of studies conducted by Frans (2015) and Jayaputra & Sriathi (2020), which stated that workplace safety and health have a positive and significant effect on employee performance. A similar view is expressed by Hamzah & Oktarina, 2015; Hidayat & Wahyuni, 2016; and Widayatama et al., 2019, who stated that workplace safety and health have a positive contribution to improving employee performance. In this context, occupational safety and health affect work quality because the assurance of

occupational safety and health provides employees with a sense of security and comfort in their work, thereby enhancing employee performance.

H₃: Discipline has a positive and significant effect on employee performance

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

The implementation of Occupational Safety and Health (OSH) is one of the efforts to create a safe, healthy, and environmentally clean workplace, thereby reducing or eliminating workplace accidents and occupational diseases, which ultimately improves the efficiency, performance, and productivity of employees. With the assurance of Occupational Safety and Health (OSH) provided to employees, each employee will feel comfortable at work, without anxiety, and focused on their tasks, thereby improving performance and productivity.

Providing occupational safety and health (OSH) guarantees to employees working in a company is of utmost importance. This is because the majority of employees working in production are at high risk of workplace accidents, whether due to working conditions or workplace negligence. Therefore, good cooperation between management and employees is essential, achieved by consistently adhering to established work rules and maintaining discipline in the workplace.

Workplace health refers to conditions free from physical, mental, emotional, or pain-related issues caused by the work environment. Health risks are factors in the work environment that exceed specified time periods, environments that can cause stress, emotional distress, or physical discomfort. Workplace health is the effort to maintain and improve the physical, mental, and social well-being of all workers to the highest degree possible. Preventing health issues caused by work conditions and protecting workers from harmful occupational risk factors. Employee health issues are closely related to the implementation of the Occupational Health and Safety (OHS) regulations, which aim to create a safe and comfortable work environment and optimize costs. With the provision of occupational health and safety guarantees to employees, it is anticipated that the incidence of workplace accidents, illness, and fatalities can be minimized. Work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior to comply with established rules. With high work discipline, employee performance will also improve, making it easier for the organization to achieve its goals. If employees have disciplined work habits, they will work effectively and can optimize work time, thereby avoiding violations that could harm the organization.

H₄: Occupational safety and health has a positive and significant effect on employee performance through employee discipline

Based on the problems and the theoretical basis that have been described, it can formulate the framework in this study as follows:

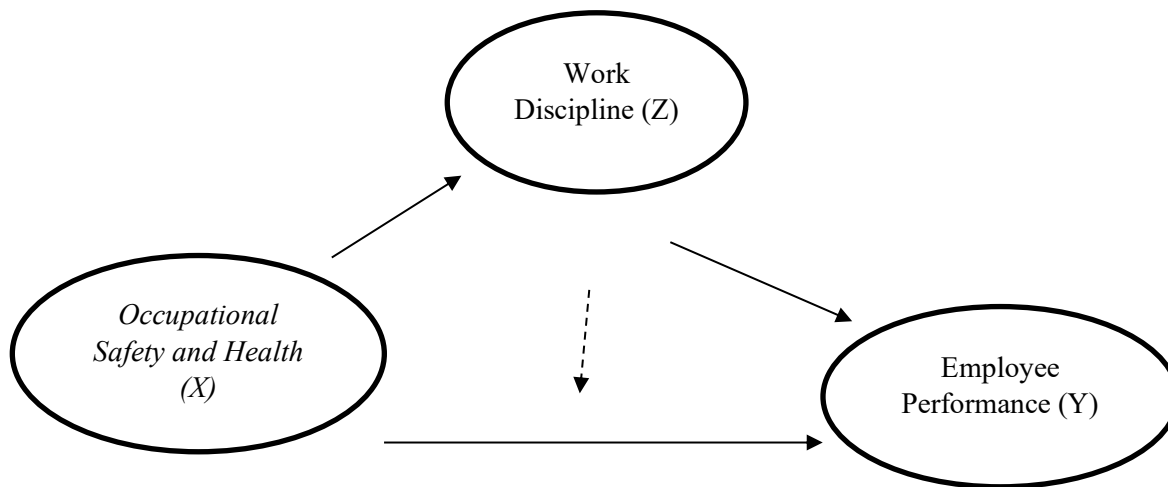


Figure 1. Research Model

Methodology

The method used in this study was quantitative descriptive. The research location was Energi Mega Persada Bentu-Korinci Baru Limited. The population in this study consisted of all employees of Energi Mega Persada Bentu-Korinci Baru Limited, totaling 160 people. In this study, probability sampling was used, with the sample being taken using the census method, where the entire population was used as the sample. The data collection technique used was a structured questionnaire. In this study, data analysis used the Partial Least Square (PLS) approach. PLS is a structural equation modeling (SEM) model. The next step is to evaluate the structural equation model (inner model) that explains the effect of independent latent variables (exogenous) on dependent latent variables (endogenous). To predict the existence of causality in SEM-PLS, the Smart PLS 3.2 program was used.

Operational Definitions and Variable Measurements

Table 5. Operational Definitions and Variable Measurements

Variable	Variable Definition	Dimension	Indicator	Scale
Occupational Safety and Health (X1)	Occupational Health Safety is to protect workers or the public in order to get the highest level of health, both physical, mental and social in an effort to prevent diseases or health problems caused by work factors, the work environment, general diseases, so as to produce a safe and peaceful work	Physical Work Environment	a. Work equipment is provided with warning signs	Ordinal
		Social-Psychological Environment	b. Provision of equipment or tools in the prevention and rescue of work accidents.	

The Effect of Occupational Safety and Health on Performance Through the Mediating Variable of Discipline on Employees of PT. Energi Mega Persada Bentu-Korinci Baru Limited

Variable	Variable Definition	Dimention	Indicator	Scale
	atmosphere for employees. (Larasati, 2018)	Medical Work Environment	a. Safe workspace for employees. b. Insurance for employees	
		Employee Health Care	a. Cleanliness of the work environment. b. Garbage and waste disposal system.	
			a. Employee health services. b. Employee health check-up.	
Discipline (Z)	Discipline as a force that develops within the employee's behaviour and causes the employee to adjust voluntarily to decisions, rules, and high values of work. (Latimer in Sutrisno, 2019:87)	1. Adherence to time 2. Compliance with company rules 3. Compliance with the rules of behavior at work	1. Entry hours and return hours 2. How dress code at work. 3. Performing work in accordance with the position.	Ordinal
Performance (Y)	Performance is a function of motivation and ability to complete a task or job that requires a person to have a certain degree of willingness and level of ability.(Hersey, 2015:67)	1. Quality 2. Quantity 3. Responsibility 4. Company Target		Ordinal
		KPI Energi Mega Persada		

Variable	Variable Definition	Dimension	Indicator	Scale
		Bentu-Korinci Baru Limited (2021)		

Source: Processed Data, 2023

Results And Discussion

Descriptive Analysis

Employee Performance (Y2)

The following table summarizes respondents' responses regarding employee performance within the company, as shown.

Table 6. Overview of Participants' Responses to the Employee Performance Variable

No	Statements	Criteria						Total	Value	Information
		5	4	3	2	1				
1	The quality of employee work is in accordance with existing standards	Freq	32	31	72	25	0	160	3.44	Good
		Score	160	124	216	50	0	550		
2	Employees are able to complete work according to standards	Freq	39	47	60	14	0	160	3.69	Good
		Score	195	188	180	28	0	591		
3	Employees have high responsibility in completing work	Freq	25	17	69	49	0	160	3.11	Moderate
		Score	125	68	207	98	0	498		
4	Employees can always achieve the targets given by the management	Freq	16	18	104	22	0	160	3.18	Moderate
		Score	80	72	312	44	0	508		
Total			112	113	305	110	0	640	3.35	Moderate
Score			560	452	915	220	0	2147		

Source: Processed Data, 2024

Based on Table 6, it can be seen that the average respondent's response to the employee work performance variable is 3.35 which can be concluded to be in the moderate category. This condition illustrates that the biggest contribution that shapes performance is the level of quality employee performance, where employees are able to complete the work given or assigned to them and employees also able to commit to the quality of work in accordance with the standards set by the organization in which the work results can be seen from the widespread dissemination of information about all potential, resources, investment opportunities through information systems that are available efficiently. The performance targets of Energi Mega Persada Bentu-Korinci Baru Limited employees who have agreed to Key Performance Indicators (KPIs) are expected to be able to complete routine reports and tasks while maintaining the integrity of employee honesty, which significantly affects performance.

Through the core values of Energi Mega Persada Bentu-Korinci Baru Limited, courageously acknowledging one's own mistakes or those of colleagues is a commendable action, as issues can be resolved promptly. Employees significantly contribute to maintaining the company's reputation and customer satisfaction. Employee performance involves collaboration between departments, so the company expects employees to be open and discuss and provide constructive feedback to other departments for the betterment of the company.

Work Discipline (Y2)

The following table provides a summary of participants' responses regarding work discipline within the company, as shown in Table 7.

Table 7. Overview of Participants' Responses to the Work Discipline Variable

No	Statements		Criteria					Total	Value	Information
			5	4	3	2	1			
1	Employees work on time	Freq	21	29	92	18	0	160	3.33	Moderate
		Score	105	116	276	36	0	533		
2	Employees work in accordance with company rules	Freq	22	27	88	23	0	160	3.30	Moderate
		Score	110	108	264	46	0	528		
3	Perform work in accordance with the position	Freq	15	29	104	12	0	160	3.29	Moderate
		Score	75	116	312	24	0	527		
Total			58	85	284	53	0	480	3.31	Moderate
Score			290	340	852	106	0	1588		

Source: Processed Data, 2024

Based on Table 7, the average response to the work discipline variable is 3.31, which falls into the “adequate” category. This means that employees are able to comply with all applicable labor regulations and policies, as well as organizational regulations and policies, whether formal or informal, and carry out management instructions effectively. Employees can perform their duties to a high standard and provide maximum service to stakeholders with an interest in the organization, in accordance with the tasks assigned to them. However, there is a need for improvement in terms of employees who are still not performing in accordance with their positions, resulting in failure to achieve work targets.

Occupational Safety and Health (X)

The following table summarizes participants' responses regarding occupational safety within the company, as shown in Table 8.

Table 8. Overview of Participants' Responses to the Occupational Safety and Health Variable

No	Statements		Criteria					Total	Value	Information
			5	4	3	2	1			
1	Work tools are provided with warning signs	Freq	28	38	66	28	0	160	3.41	Good
		Score	140	152	198	56	0	546		

No	Statements		Criteria					Total	Value	Information
			5	4	3	2	1			
2	Provision of equipment	Freq	4	33	77	46	0	160	2.97	Moderate
		Score	20	132	231	92	0	475		
3	Safe workspace for employees	Freq	16	26	89	29	0	160	3.18	Moderate
		Score	80	104	267	58	0	509		
4	Insurance for employees	Freq	14	40	90	16	0	160	3.33	Moderate
		Score	70	160	270	32	0	532		
5	Cleanliness of the work environment	Freq	27	48	76	9	0	160	3.58	Good
		Score	135	192	228	18	0	573		
6	Garbage and waste disposal system	Freq	14	19	104	23	0	160	3.15	Moderate
		Score	70	76	312	46	0	504		
7	Employee health services	Freq	18	28	92	22	0	160	3.26	Moderate
		Score	90	112	276	44	0	522		
8	Employee health checks	Freq	21	20	106	13	0	160	3.31	Moderate
		Score	105	80	318	26	0	529		
Total			80	115	378	67	0	640	3.27	Moderate
Score			400	460	1134	134	0	2128		

Source: Processed Data, 2024

Based on Table 8, it can be seen that the average response of respondents to the occupational safety variable is 3.22, which can be concluded as being in the “adequate” category. This means that the safety level at PT. Energi Mega Persada Bentu-Korinci has provided warning signs on every piece of equipment and at every project site, ensuring the safety of every employee on duty. The level of occupational health at Energi Mega Persada Bentu-Korinci has ensured a clean work environment and routine health checks for employees, making them feel protected. However, improvements are needed in the waste management system, which is not yet well-planned, often resulting in unpleasant odors felt by employees. Additionally, there is a need for improvements in the provision of equipment for employees, which is currently inadequate, making work less effective. The workspace also does not provide a comfortable and safe working environment, and there is a need for improvements in the waste disposal system, which is not well-planned and often results in unpleasant odors experienced by employees.

Partial Least Squares (PLS) Analysis Results

In this study, data analysis was conducted using the Partial Least Squares (PLS) approach with Smart PLS 4.0.0 software. The following is the PLS algorithm diagram for this study:

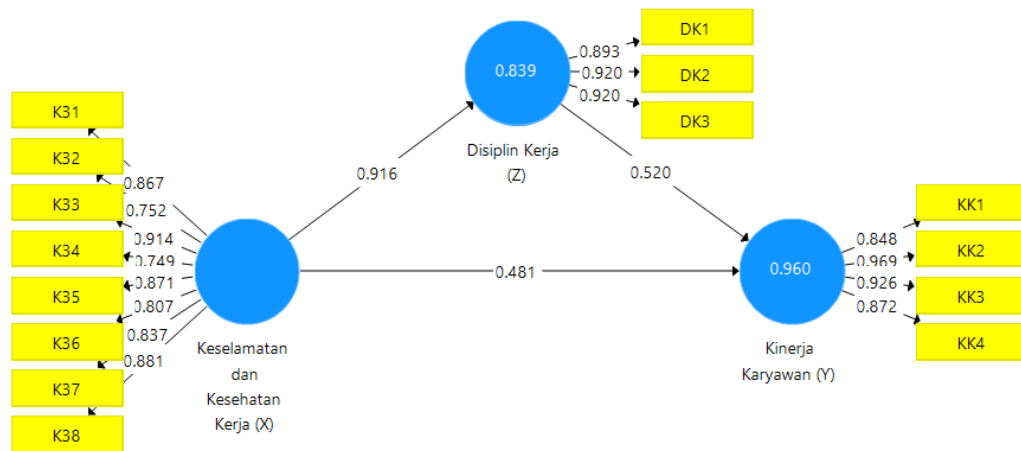


Figure 2. Outer Model Analysis

The results of the analysis using SmartPLS can be seen in Figure 2. The outer model values, or correlations between constructs and variables, initially fulfilled convergent validity because the indicators had factor loadings greater than 0.60.

Structural Model (Inner Model) and Hypothesis Testing

From the PLS output, the structural model and hypothesis testing were conducted by examining the estimated path coefficient values and significant critical values (t-statistics) at p-values < 0.05. The complete data analysis results can be seen in the PLS model output. The results of the structural relationship model evaluation are as follows:

Coefficient of Determination (R^2)

The coefficient of determination (R^2) for the endogenous variables is presented in Table 9.

Table 9. Goodness-of-Fit Test Results

	<i>R Square</i>	<i>R Square Adjusted</i>
Work Discipline	0.839	0.842
Employee Performance	0.960	0.956

Source: Processed Data, 2024

Based on the data calculations, the predictive relevance (R^2) value is 0.943, or 94.3%. This means that the accuracy or precision of this research model can explain the effect of occupational safety and health variables and work discipline on employee performance by 94.3%. The remaining 5.7% is explained by other variables not included in this research model. This model can be used for hypothesis testing. This means that the R^2 obtained can be considered a well-formed model with good accuracy or precision because the value is above 60%. This indicates that the model in this study has good predictive value and is suitable for use in testing hypotheses.

Structural Model (Inner Model)

The structural model of this study can be seen in the following figure:

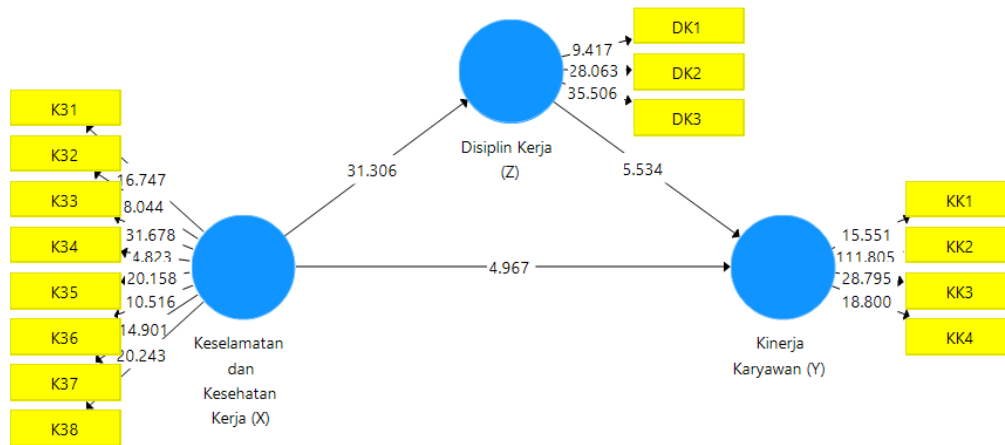


Figure 3. Structural model (inner model) Smart PLS Bootstrapping output

To assess the significance of the prediction model in structural model testing, the t-statistic value between the independent variable and the dependent variable in the direct effect table (path coefficient) in the SmartPLS output can be used.

Direct Effect Path Coefficient Testing and Hypothesis Testing

The results of the direct effect testing are presented in full in Table 10.

Table 10: Direct Effect Path Coefficients and Hypothesis Testing

	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
H ₁	X → Z	0.916	0.279	0.174	31.306	0.000	Accepted
H ₂	X → Y	0.481	0.675	0.162	4.967	0.000	Accepted
H ₃	Z → Y	0.520	0.299	0.087	5.534	0.000	Accepted

Source: Processed Data, 2024

Based on Table 10, the research results indicate that the direct effect testing and hypothesis testing aim to determine whether the proposed hypotheses can be accepted or rejected. The results of the direct effect hypothesis testing can be explained as follows:

H₁: The Effect of Occupational Safety and Health on Work Discipline

Hypothesis testing 1 (H₁), which states that occupational safety and health significantly affects work discipline, is proven by statistical testing showing a path coefficient value (original sample estimate) of 0.916 and significance at a p-value of 0.000 ($p < \alpha = 0.05$). This means that every 1-unit increase in occupational safety and health will increase work discipline by 0.916, assuming other variables remain constant. Thus, the first hypothesis proposed in this study can be accepted.

H₂: The Effect of Occupational Safety and Health on Employee Performance

Hypothesis 2 (H2), which states that occupational safety and health significantly affect employee performance, was proven by statistical testing showing a path coefficient (original sample estimate) of 0.481 and significance at a p-value of 0.010 ($p < \alpha = 0.05$). This means that every 1-unit increase in occupational safety and health will increase employee performance by 0.481, assuming other variables remain constant. Thus, the second hypothesis proposed in this study is accepted.

H₃: The Effect of Work Discipline on Employee Performance

The testing of hypothesis 3 (H3), that work discipline has a significant effect on employee performance, was proven by statistical testing showing a path coefficient value (original sample estimate) of 0.520 and significance at a p-value of 0.000 ($p < \alpha = 0.05$). This means that every 1-unit increase in work discipline will increase employee performance by 0.520, assuming other variables remain constant. Thus, the third hypothesis proposed in this study can be accepted.

Path Coefficient Testing of Indirect Variable Effects and Hypothesis Testing

Based on the method of examining coefficient values and significance, the hypothesis testing and path coefficients of the moderating variable effects are presented in Table 4.15 as follows:

Table 11: Path Coefficients of Indirect Effects and Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
H ₄ X → Z → Y	0.476	0.484	0.090	5.309	Accepted	Diterima

Source: Processed Data, 2024

H₄: The Effect of Workplace Safety on Employee Performance through Work Discipline

Hypothesis testing 4 (H4) states that workplace safety and health positively and significantly affect employee performance through work discipline. This is proven by statistical testing showing a path coefficient value (original sample estimate) of 0.476 and significance at a p-value of 0.000 ($p < \alpha = 0.05$). This means that every 1-unit increase in work discipline will increase the effect of occupational safety and health on employee performance by 0.4, assuming other variables remain constant. Thus, the sixth hypothesis proposed in this study can be accepted.

Discussion

The Effect of Occupational Safety and Health on Work Discipline

The results of this study indicate that occupational safety and health significantly affect work discipline. This means that the higher the level of occupational safety provided by the company in terms of equipment or facilities for accident prevention and assistance, the greater the improvement in work discipline. Additionally, the company's occupational health efforts, which maintain a clean and safe working environment for employees, further enhance work discipline. Employees are the most dominant resource in a company and are one of the internal factors that are crucial in producing high-quality performance. Therefore, companies must provide safety and protection for their employees. Safety and protection factors in the workplace are one of the factors that affect employee performance. When employees feel safe and comfortable because they feel well-protected by the company, they will work with a sense of calm and perform well. One of the efforts to protect employees is by implementing an Occupational Safety and Health (OSH) program.

The company has provided work equipment to the Safety, Health & Environment department, including warning signs, to improve employee performance. Work safety aims to prevent accidents during the company's production process. The safety program also improves employee enthusiasm, harmony, and participation, which in turn improves employee performance. The occupational safety program implemented by PT. Energi Mega Persada Bentu-Korinci Baru Limited includes providing a good and efficient occupational safety program, supplying safety protective equipment for employees, and offering work insurance coverage for workplace accidents, ensuring employees feel protected. The implemented safety program safeguards all workers and ensures machinery and production tools are used safely, thereby enhancing employee performance.

Under Law No. 23 of 1992 on Occupational Health, companies are specifically obligated to conduct health examinations for new employees or those transferred to new workplaces, in accordance with the nature of the work assigned to them, as well as regular health checkups.

Occupational Health and Safety (OHS) is an activity that ensures the creation of safe working conditions, free from physical and mental disturbances, through training, guidance, and control over the performance of tasks by employees, as well as providing assistance in accordance with applicable regulations, whether from government agencies or the companies where they work (Mathis and Jackson in Elphiana E.G., Yuliansyah M. Diah, 2017). Workplace safety refers to conditions that are safe or free from suffering, damage, or loss at the workplace, while workplace health refers to conditions that are free from physical, mental, emotional, or pain-related issues caused by the work environment.

The increased attention to Occupational Safety and Health (OSH) factors aimed to ensure that employees or workers achieve optimal health, enabling them to perform at their best. Additionally, another reason for prioritizing OSH is to enhance employee enthusiasm, work satisfaction, and participation, thereby ensuring improved employee performance.

The Effect of Occupational Safety and Health on Employee Performance

The results of this study indicate that occupational safety and health significantly affect employee performance. This means that companies should always provide safety equipment and health services for employees and conduct routine checks to ensure that employee health levels contribute to improved performance. Occupational health can affect employee performance and has a crucial role in enhancing employee performance. Workplace health programs include providing health protection for employees, preventing work-related illnesses, offering health services to employees, providing health facilities for employees, and ensuring health coverage. The medical aspects of the workplace environment include cleanliness, which can enhance employee performance by creating a clean environment that doesn't disrupt work activities. Waste disposal systems should not interfere with employee performance.

The provision of access to clean water and restrooms within the company is adequate and clean. Workplace health maintenance includes optimal health insurance provided by the company. The company provides good healthcare services for its employees. Workplace health plays a significant role in improving employee performance. If employee performance is good, the company can achieve its targets and objectives optimally.

The Effect of Work Discipline and Employee Performance

The results of this study indicate that work discipline has a significant effect on employee performance. This means that employees are highly disciplined in adhering to agreed-upon rules, thereby improving employee performance. Work discipline is a method used by managers to communicate with employees to encourage them to change their behavior and as an effort to increase their willingness and awareness to comply with all company regulations and applicable social norms. Veithzal Rivai (2016) stated that discipline reflects the extent of an individual's responsibility in performing the tasks assigned to them, which in turn drives their enthusiasm and work ethic. Generally, good discipline means that employees attend the office or company regularly and on time.

Based on research results and data analysis, it is known that work discipline has a positive and significant effect on employee performance. This conclusion aligns with the research conducted by Handayani, Bachri, & Alim (2014), which stated that work discipline has a positive and significant effect on employee performance. The same result was also found by Buntarti & Shrimp (2015), who stated that work discipline contributes positively and significantly to improving employee performance in a company. In this case, work discipline affects employee performance because if employees work in accordance with the rules and procedures established by the company, it will have a positive impact on employee work efficiency, thereby improving employee performance. The higher the work discipline of employees, the higher the performance improvement of those employees.

Based on the results and data analysis conducted, workplace safety has a negative and significant effect on employee performance. This differs from the research conducted by Frans (2015) and Jayaputra & Sriathi (2020), which stated that workplace safety and health have a positive and significant effect on employee performance. A similar conclusion was reached by Hamzah & Oktarina (2015), Hidayat & Wahyuni (2016), and Widayatama et al. (2019), who stated that workplace safety and health positively contribute to improving employee performance. In this context, occupational safety and health affect work quality because the assurance of occupational safety and health provides employees with a sense of security and comfort in their work, thereby enhancing employee performance.

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

The results of this study indicate that occupational safety and health have a positive and significant effect on employee performance through work discipline. This means that as the level of work discipline among employees increases and is supported by adequate equipment for work, it will lead to an improvement in employee performance. The implementation of Occupational Safety and Health (OSH) is one of the efforts to create a safe, healthy, and environmentally clean workplace, thereby reducing or eliminating workplace accidents and occupational diseases, which ultimately enhances efficiency, performance, and productivity among employees. With the assurance of Occupational Safety and Health (OSH) provided to employees, each employee will feel comfortable at work, without anxiety, and focused on their tasks, thereby increasing work performance and productivity.

Workplace safety generally means being safe while performing any job and being free from the risk of workplace accidents that cause injuries and permanent disabilities to workers, resulting in losses for both the worker and the company. Workplace safety is a state of being free from hazards while performing work. Workplace safety is one of the factors that must be ensured during work. No one in the world wants accidents to occur. Workplace safety depends on the type, form, and environment in which the work is carried out.

Workplace health refers to a condition where there are no physical, mental, emotional, or pain-related disturbances caused by the work environment. Health risks are factors in the work environment that exceed the specified time period and environments that can cause stress, emotional distress, or physical disturbances.

Employee health issues are closely related to the implementation of the Occupational Health and Safety (OHS) Regulations, whose purpose is to create a safe and comfortable work environment and optimize costs. With the provision of Occupational Health and Safety (OHS) guarantees to employees, it is hoped that the incidence of workplace accidents, illnesses, or fatalities can be minimized.

Providing occupational health and safety guarantees to employees working in a company is very important. This is because most employees working in production are at high risk of workplace accidents, either due to working conditions or negligence. Therefore, good cooperation between management and employees is necessary by always complying with established work rules and maintaining discipline in the workplace.

Conclusion and Suggestions

Conclusions

Based on the results of the study, the following conclusions were drawn: First, occupational safety and health have a significant positive effect on work discipline. This means that a high level of safety provided by the company, supported by occupational health insurance for employees, will result in a high level of discipline among employees. Second, occupational safety and health have a significant positive effect on employee performance. This means that the company has provided safety, health, and environmental tools in the workplace, where warning signs are always displayed so that employees can easily understand them, and the company consistently provides health services for employees and conducts regular check-ups, thereby improving employee health and enhancing employee performance. Third, work discipline has a significant positive effect on employee performance. This means that employees are highly disciplined in their work, adhering to the rules agreed upon collectively, thereby enhancing employee performance. Fourth, workplace safety and health positively and significantly affect employee performance through work discipline. This means that as the level of employee work discipline increases, supported by complete work equipment and regular inspections of employees, it can enhance employee performance.

Suggestions

Based on the discussion of the research results, the following suggestions are formulated: First, to support the improvement of employee performance, organizations are required to provide incentives that motivate employees to work better while prioritizing occupational safety and health. For this reason, training programs should provide equal opportunities for all employees to participate in workplace training, not just certain departments, so that occupational safety and health standards continue to improve. Second, employees are expected to improve their work discipline, and the company must enforce strict consequences for employees who lack discipline, with penalties that serve as a deterrent, thereby improving the company's performance in the future. Third, the company must prioritize work discipline and maintain a high level of vigilance among all employees within the organization. The approach that companies can take to enhance employees' vigilance in their work is to ensure that every employee is always meticulous in their work to avoid potential errors, enabling employees to work effectively and efficiently. To support the improvement of employee performance, organizations are required to be able to provide encouragement that motivates employees to work better towards achieving organizational goals.

The work motivation program offered should be able to trigger employees' motivation to work better. Rewards for employees should not only be in the form of financial rewards but also non-financial rewards, in simple forms such as praise, awards, and certificates.

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