

Transformational Leadership, Work Discipline, And Occupational Health And Safety As Determinants Of Employee Performance: Evidence From PT Lintech Duta Pratama, Sumbawa

Dinamika Keluarga Broken Home: Hambatan Komunikasi, Faktor Penyebab, Dan Dampaknya Terhadap Perkembangan Psikologis Serta Sosial Anak

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ABSTRACT

This study examines the effect of transformational leadership, work discipline, and occupational health and safety (OHS) on employee performance at PT Lintech Duta Pratama, Sumbawa Site, West Nusa Tenggara. The research is motivated by a decline in employee performance, reflected in reduced productivity and delays in task completion. A quantitative approach was employed, involving 50 employees selected using a census technique. Data were collected through closed-ended questionnaires and analyzed using SPSS, applying validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, and coefficient of determination (R^2). The results reveal that transformational leadership, work discipline, and OHS have a positive and significant impact on employee performance. These findings highlight the importance of effective leadership, strong work discipline, and consistent OHS implementation in improving employee performance and organizational productivity.

Keywords: Transformational Leadership; Work Discipline; Occupational Health and Safety (OHS); Employee Performance; Human Resource Management

ABSTRAK

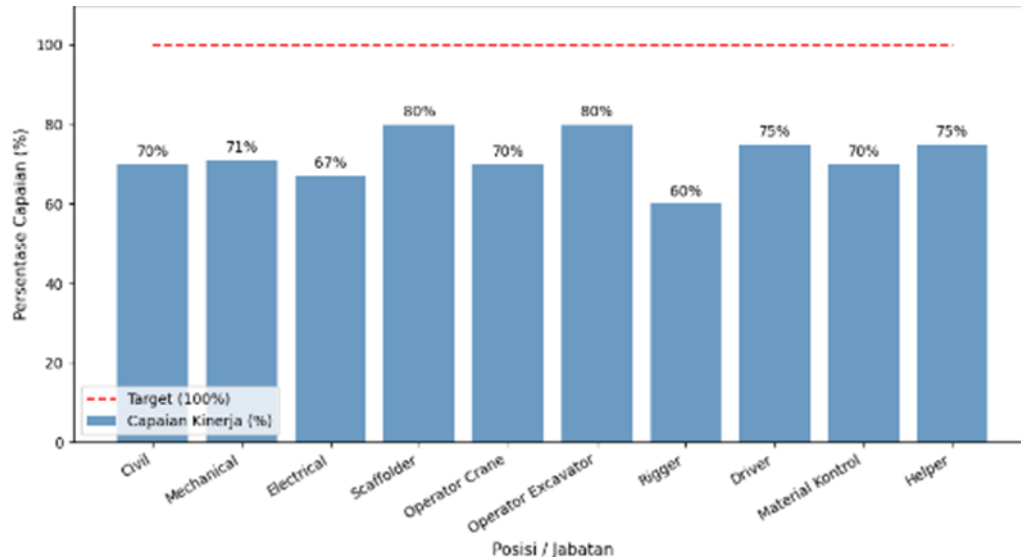
Studi ini meneliti pengaruh kepemimpinan transformasional, disiplin kerja, dan kesehatan dan keselamatan kerja (K3) terhadap kinerja karyawan di PT Lintech Duta Pratama, Lokasi Sumbawa, Nusa Tenggara Barat. Penelitian ini dimotivasi oleh penurunan kinerja karyawan, yang tercermin dalam penurunan produktivitas dan keterlambatan penyelesaian tugas. Pendekatan kuantitatif digunakan, melibatkan 50 karyawan yang dipilih menggunakan teknik sensus. Data dikumpulkan melalui kuesioner tertutup dan dianalisis menggunakan SPSS, dengan menerapkan uji validitas dan reliabilitas, uji asumsi klasik, regresi linier berganda, uji t, dan koefisien determinasi (R^2). Hasil penelitian menunjukkan bahwa kepemimpinan transformasional, disiplin kerja, dan K3 memiliki dampak positif dan signifikan terhadap kinerja karyawan. Temuan ini menyoroti pentingnya kepemimpinan yang efektif, disiplin kerja yang kuat, dan implementasi K3 yang konsisten dalam meningkatkan kinerja karyawan dan produktivitas organisasi.

Kata Kunci: Kepemimpinan Transformasional; Disiplin Kerja; Kesehatan dan Keselamatan Kerja (K3); Kinerja Karyawan; Manajemen Sumber Daya Manusia

1. Introduction

In the era of globalization, organizations operate in a business environment characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), which intensifies competition across industries. Under these conditions, organizational success is highly dependent on the quality of human resources as the main driver of operational activities. Competent and high-quality human resources play a crucial role in supporting the achievement of both short-term and long-term organizational objectives (Syarifuddin, 2025; Lestari et al., 2025). The quality of human resources determines organizational competitiveness and its ability to respond to environmental changes effectively (Hartono &

Rahadi, 2021). However, many organizations face challenges related to declining employee performance that adversely affects productivity and work outcomes. Based on field observations, it was found that work progress has experienced a decline, with average achievement levels reaching only 60–80% of the predetermined targets. For instance, the civil division achieved only 70% of its target, the mechanical division 71%, the electrical division 67%, and the rigger division merely 60%. This condition indicates a discrepancy between targeted and actual performance, which has the potential to cause project delays and reduce overall work effectiveness.



Declining employee performance is commonly reflected in reduced productivity, project delays, and declining quality of work results. Such conditions have serious implications, particularly for companies operating in engineering, procurement, and construction (EPC) industries. Performance deterioration may lead to project delays, inefficiencies, and increased operational costs. These challenges indicate underlying problems in human resource management practices that require strategic attention. Therefore, identifying key factors that influence employee performance becomes essential for organizational sustainability.

Leadership is one of the most important factors influencing employee performance, as leaders play a central role in directing, motivating, and coordinating subordinates toward organizational goals (Syahabuddin, 2021). Transformational leadership is considered an effective leadership style in creating positive organizational change. Transformational leaders inspire and motivate employees through clear vision, effective communication, and intellectual stimulation that encourages innovation (Bass & Riggio, 2019; Grošelj et al., 2021). This leadership style strengthens employee commitment and fosters positive working relationships within organizations. Nevertheless, previous empirical studies show inconsistent findings regarding its effect on employee performance.

In addition to leadership, work discipline and occupational health and safety (OHS) are fundamental factors affecting employee performance. Work discipline reflects employees' compliance with organizational rules and procedures and contributes to productivity and operational stability (Lusitawati et al., 2023; Heriyanto et al., 2023). Meanwhile, OHS aims to create a safe and healthy working environment by preventing workplace accidents and occupational diseases (Segbenya & Yeboah, 2022). A safe working environment enhances employees' focus, motivation, and sense of security, which positively affects performance (Tamene, 2020). Given the performance decline and inconsistent findings in prior studies, this research examines the effects of transformational leadership, work discipline, and

occupational health and safety on employee performance at PT Lintech Duta Pratama, Sumbawa Site, Indonesia.

2. Literature Review

Transformational Leadership

Transformational leadership is regarded as one of the most effective leadership styles compared to other leadership approaches. Transformational leaders continuously seek new opportunities and are willing to change existing conditions by innovating and adopting new methods and tools to improve work processes (Purwanto et al., 2020). This leadership style has the ability to inspire and motivate subordinates to achieve optimal performance through a visionary approach, fostering a shared vision and instilling a sense of purpose among team members. Such leadership behavior creates a positive work environment that encourages innovation, collaboration, and sustainable growth (Jesi et al., 2024). Transformational leadership emphasizes the importance of vision, inspiration, and the strong influence of leaders in motivating and empowering employees to achieve superior performance (Zywiolek et al., 2022). Employee performance is a critical determinant of organizational success, particularly in an era of dynamic and complex competition. In this context, organizations require leadership styles that go beyond instructive approaches and are capable of inspiring and directing behavioral change among employees. Transformational leadership has emerged as an effective approach, as it encourages subordinates to perform beyond expectations through a clear vision, motivational support, and positive role modeling (Bass & Avolio, 1994). Transformational leaders foster employees' awareness of organizational goals, stimulate creativity, and provide individualized consideration to address employees' needs (Northouse, 2022). Empirical evidence consistently shows that transformational leadership has a positive and significant impact on employee performance by enhancing motivation, loyalty, and work commitment (Purwanto et al., 2021; Rachmawati & Lestari, 2022), with inspirational motivation and individualized consideration identified as dominant dimensions driving performance improvement (Putra & Setiawan, 2023). From a theoretical perspective, transformational leadership strengthens intrinsic motivation, trust, and a sense of ownership, which ultimately enhances individual responsibility and optimal performance (Alharbi & Abuelhassan, 2023).

Based on this argument, it is hypothesized that transformational leadership has a positive and significant effect on employee performance (H1).

Work Discipline

Work discipline is an essential aspect of organizational life that regulates and guides employee behavior in accordance with established norms and rules. Work discipline refers to employees' attitudes of respect, obedience, and compliance with both written and unwritten organizational regulations, where violations may result in sanctions (Rivaldo & Nabella, 2023). It also reflects voluntary behavior driven by awareness and willingness to adhere to company rules and supervisory directives (Rozi et al., 2024). Work discipline plays a critical role in enhancing employee performance by shaping responsible and consistent work behavior. Furthermore, work discipline represents employees' commitment to carrying out their duties in accordance with organizational standards and their readiness to accept consequences for any violations of assigned responsibilities or authority (Chassanah, 2023; Wau & Waoma, 2021).

Work discipline represents a fundamental mechanism for achieving organizational and individual objectives. Effective enforcement of work discipline encourages employees to carry out assigned tasks responsibly and consistently, thereby supporting optimal performance outcomes. Employee discipline reflects individual responsibility toward assigned duties and

ensures that organizational activities operate in an orderly and efficient manner, which ultimately contributes to the achievement of organizational goals (Adinda et al., 2023). Employees with high levels of discipline tend to complete tasks on time and comply with established standards, resulting in higher performance levels. Conversely, the absence of work discipline may hinder organizational effectiveness and make it difficult to achieve optimal performance (Kurniawan, 2022).

Therefore, this study proposes that work discipline has a positive and significant effect on employee performance (H2).

Occupational Health and Safety (OHS)

Occupational health and safety (OHS) is a structured program designed to ensure the safety and well-being of workers during work activities by preventing workplace accidents and occupational diseases through compliance with applicable regulations and standard operating procedures (Sasanti & Irbayuni, 2022). The implementation of OHS reflects an organization's commitment to safeguarding employees from work-related risks and negligence. Occupational safety aims to protect workers from potential hazards in the workplace, including physical, chemical, biological, and psychological risks (Muhammad et al., 2021). These efforts are intended to ensure that employees can perform their tasks safely without jeopardizing their health or personal safety (Lating et al., 2023). Occupational health encompasses measures to identify, prevent, and control factors that may adversely affect workers' health, while also promoting overall employee well-being (Simbolon et al., 2024).

Occupational health and safety (OHS) is an essential organizational practice aimed at protecting employees from work-related hazards and accidents through the implementation of effective policies and procedures. Organizations that prioritize OHS create a work environment in which employees feel safe, comfortable, and free from anxiety, enabling them to focus on their tasks and perform more effectively (Sugianto & Sulfiani, 2022). OHS programs play a crucial role in preventing workplace accidents and occupational illnesses by identifying hazards, reducing risks, and promoting safe working conditions. Effective OHS implementation not only improves employee well-being but also reduces injury-related costs and enhances overall productivity. Consequently, improved employee safety and welfare contribute directly to higher levels of employee performance and organizational success (Alphonse & Rulinda, 2025).

Based on these considerations, this study hypothesizes that occupational health and safety (OHS) has a positive and significant effect on employee performance (H3).

Employee Performance

Employee performance refers to the overall results achieved by individuals within a specific period in carrying out their duties and responsibilities to achieve organizational objectives (Asari, 2022). Performance can also be defined as actions undertaken to attain desired outcomes (Okolocha, 2021). High employee performance not only reflects the quality of work output but also indicates the presence of a supportive and safe working environment. Enhancing employee performance is essential as it accelerates the achievement of organizational goals and improves overall organizational outcomes (Amin & Ichsan, 2024). Furthermore, employee performance represents expected work behaviors demonstrated within a certain timeframe that contribute to effective task completion and organizational success (Hutama et al., 2024; Pujiastuti et al., 2025).

From the variables Transformational leadership, Work discipline, Occupational health and safety (OHS), and Employee performance, the basic theoretical model is constructed as follows:

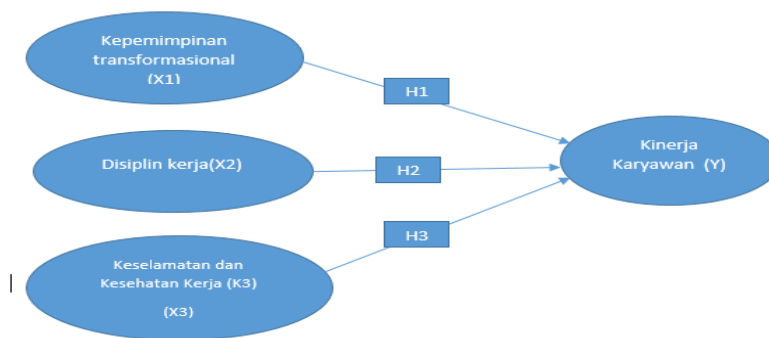


Figure 1. Conceptual Framework

3. Research Methods

The research employed a quantitative research design. According to Sugiyono (2020), quantitative research is a method grounded in positivist philosophy, used to examine specific populations or samples through the use of research instruments, with data analysis conducted using quantitative or statistical techniques to test predetermined hypotheses. The population of this study consisted of all employees at PT Lintech Duta Pratama, Sumbawa Site, West Nusa Tenggara, totaling 50 employees. A census sampling technique (total sampling) was applied, allowing all members of the population to be included as research respondents. Data were collected using closed-ended questionnaires measured on a five-point Likert scale. Data analysis was conducted using IBM SPSS version 25, including validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, hypothesis testing using t-tests, and coefficient of determination (R^2) analysis.

4. Results and Discussions

The data analysis was conducted using IBM SPSS version 25, including validity testing, reliability testing, classical assumption tests, multiple linear regression analysis, hypothesis testing using t-tests, and coefficient of determination (R^2) analysis.

1. Validity Test

Table 1. Validity Test

Variabel	Item	r-Hitung	r-tabel	Keterangan
Kepemimpinan transformasional (X1)	X1.1	0,791	0,05	Valid
	X1.2	0,818	0,05	Valid
	X1.3	0,867	0,05	Valid
	X1.4	0,803	0,05	Valid
Disiplin kerja(X2)	X2.1	0,764	0,05	Valid
	X2.2	0,742	0,05	Valid
	X2.3	0,765	0,05	Valid
	X2.4	0,882	0,05	Valid
Keselamatan dan Kesehatan Kerja (K3)	X3.1	0,858	0,05	Valid
	X3.2	0,788	0,05	Valid
	X3.3	0,804	0,05	Valid
	X3.4	0,743	0,05	Valid
	X3.5	0,752	0,05	Valid
Kinerja Karyawan (Y)	X3.6	0,791	0,05	Valid
	Y.1	0,878	0,05	Valid
	Y.2	0,822	0,05	Valid

Y.3	0,826	0,05	Valid
Y.4	0,870	0,05	Valid

The results presented in the table indicate that all questionnaire items have calculated correlation coefficients exceeding the critical r-value of 0.05, confirming that all measurement items are valid.

2. Reliability Test

Table 2. Reliability Test

Variabel	Item	Cronbach Alpha	Keterangan
Kepemimpinan transformasional (X1)	X1.1	0,970	Tinggi
	X1.2	0,970	Tinggi
	X1.3	0,969	Tinggi
	X1.4	0,971	Tinggi
Disiplin kerja(X2)	X2.1	0,970	Tinggi
	X2.2	0,971	Tinggi
	X2.3	0,970	Tinggi
	X2.4	0,969	Tinggi
Keselamatan dan Kesehatan Kerja (K3)	X3.1	0,969	Tinggi
	X3.2	0,970	Tinggi
	X3.3	0,970	Tinggi
	X3.4	0,971	Tinggi
	X3.5	0,971	Tinggi
	X3.6	0,970	Tinggi
Kinerja Karyawan (Y)	Y.1	0,970	Tinggi
	Y.2	0,970	Tinggi
	Y.3	0,970	Tinggi
	Y.4	0,970	Tinggi

Reliability was assessed using Cronbach's Alpha, where values between 0.70 and 0.90 indicate high reliability. The results in Table 2 confirm that all questionnaire items demonstrate high reliability.

3. Normality Test

Table 3. Normality Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.59970977
Most Extreme Differences	Absolute	.146
	Positive	.146
	Negative	-.078
Test Statistic		.146
Asymp. Sig. (2-tailed)		.010 ^c

The normality test indicates that the residuals are normally distributed, as the Asymp. Sig. (2-tailed) value of 0.10 exceeds the significance level of 0.05

4. Multicollinearity Test

Table 4. Multicollinearity Test

Model	Sig.	Collinearity Statistics
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			Tolerance	VIF
1	(Constant)	.000		
	Keselamatan dan Kesehatan Kerja	.001	.175	5.715
	Disiplin kerja	.000	.121	8.234
	Kepemimpinan transformasional	.003	.123	8.160

Multicollinearity was examined by assessing the tolerance values and the Variance Inflation Factor (VIF). According to Ghozali (2018), multicollinearity in a regression model can be identified using the following criteria: (1) if the tolerance value is greater than 0.10 and the VIF value is less than 10, the regression model does not exhibit multicollinearity problems; and (2) if the tolerance value is less than or equal to 0.10 and the VIF value is greater than or equal to 10, the regression model exhibits multicollinearity problems (Ghozali, 2011). Based on the results of the multicollinearity test presented in Table 4, all independent variables show tolerance values greater than 0.10 and VIF values less than 10. Therefore, it can be concluded that the regression model does not suffer from multicollinearity, indicating that transformational leadership, occupational health and safety, and work discipline do not have high linear relationships and are appropriate for inclusion in the regression model.

5. Heteroscedasticit Test

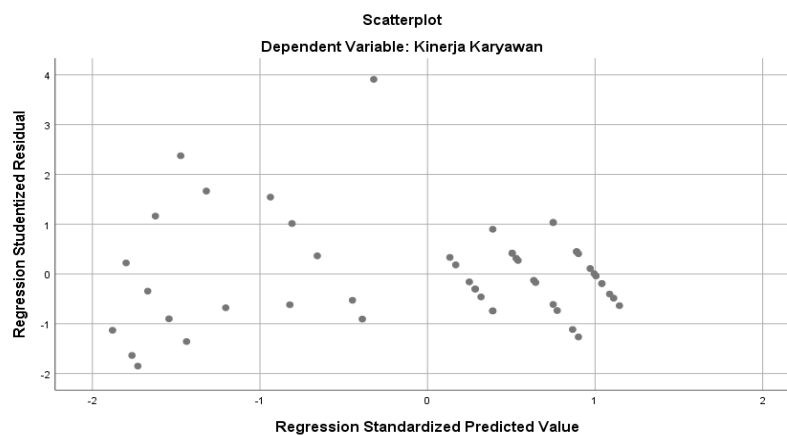


Figure 2. Heteroscedasticity Test

The heteroscedasticity test indicates no evidence of heteroscedasticity, confirming that the regression model satisfies the homoscedasticity assumption and is suitable for multiple regression analysis.

6. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
Model						
1	(Constant)	2.546	.540		4.719	.000
	Keselamatan dan Kesehatan Kerja	.268	.073	.296	3.673	.001
	Disiplin kerja	.357	.086	.404	4.170	.000
	Kepemimpinan transformasional	.296	.093	.306	3.172	.003

Multiple linear regression analysis was employed to examine the causal relationships among variables. Based on the regression results, the following equation was formulated to determine the effects of Transformational Leadership (X1), Work Discipline (X2), and Occupational Health and Safety (X3) on Employee Performance (Y):

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 2,546 + 0,268 X_1 + 0,357 X_2 + 0,296 X_3$$

Explanation:

- Y = Employee Performance
 X1 = Transformational Leadership
 X2 = Work Discipline
 X3 = Occupational Health and Safety

7. F Test

Table 6. F Test

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	318.797	3	106.266	277.378	.000 ^b
	Residual	17.623	46	.383		
	Total	336.420	49			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kepemimpinan transformasional, Keselamatan dan Kesehatan Kerja, Disiplin kerja

The F-test results indicate a calculated F-value of 277.378, which exceeds the critical F-value of 2.302 at the 5% significance level, leading to the rejection of H_0 . This finding confirms that transformational leadership, work discipline, and occupational health and safety jointly have a significant effect on employee performance, and the regression model is deemed fit (Sig. = 0.000 < 0.05).

8. T Test

Table 7. T Test

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
Model						
1	(Constant)	2.546	.540		4.719	.000
	Keselamatan dan Kesehatan Kerja	.268	.073	.296	3.673	.001
	Disiplin kerja	.357	.086	.404	4.170	.000
	Kepemimpinan transformasional	.296	.093	.306	3.172	.003

Based on Table 4.13, the results of the hypothesis testing are as follows:

1. Transformational Leadership

The transformational leadership variable shows a significance value of 0.003, which is lower than 0.05, and a calculated t-value of 3.172, which is greater than the critical t-value of 1.661. The regression coefficient is positive (+0.296), indicating that transformational leadership has a positive and significant effect on employee performance. Therefore, the first hypothesis, which states that transformational leadership has a positive and significant effect on employee performance, is accepted.

2. WorkDiscipline

The work discipline variable has a significance value of 0.000, which is lower than 0.05, and a calculated t-value of 4.170, which exceeds the critical t-value of 1.661. The regression coefficient is positive (+0.357), indicating that work discipline has a positive and significant effect on employee performance. Accordingly, the second hypothesis, which proposes that work discipline has a positive and significant effect on employee performance, is accepted.

3. OccupationalHealthandSafety(OHS)

The occupational health and safety (OHS) variable shows a significance value of 0.001, which is lower than 0.05, and a calculated t-value of 3.673, which is greater than the critical t-value of 1.661. The regression coefficient is positive (+0.268), indicating that occupational health and safety has a positive and significant effect on employee performance. Thus, the third hypothesis, which states that occupational health and safety (OHS) has a positive and significant effect on employee performance, is accepted.

9. Coefficient of Determination (R^2 Test)

Table 7. Coefficient of Determination (R^2 Test)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.948	.944	.61896

The Adjusted R^2 value of 0.944 indicates that 94.4% of the variation in employee performance is explained by the independent variables, while 5.6% is attributable to other factors.

Discussion

1. The Effect of Transformational Leadership on Employee Performance

Based on the results of the first hypothesis testing, this study concludes that transformational leadership has a positive and significant effect on employee performance at PT Lintech Duta Pratama, Sumbawa Site. These findings indicate that the better the implementation of transformational leadership practices by supervisors, the higher the level of employee performance achieved. Leaders who are able to inspire, foster work enthusiasm, and strengthen employees' commitment to shared organizational goals are proven to encourage employees to work more optimally and produce high-quality outputs in accordance with company standards. In other words, inspirational motivation serves as a key dimension in shaping performance-oriented work behavior and excellence.

These findings are consistent with previous studies indicating that transformational leadership contributes significantly to performance improvement through the development of intrinsic motivation and work engagement (Winasih & Aji, 2022; Sari & Lestari, 2023). Transformational leaders mobilize subordinates through a clear vision, inspirational communication, and attention to individual potential. This leadership approach creates a productive working environment in which employees are motivated to contribute optimally and maintain high work standards. Furthermore, Muliawan et al. (2025) confirm that leaders' ability to provide visionary direction and motivate teams has a direct impact on improving work effectiveness and productivity.

2. The Effect of Work Discipline on Employee Performance

Based on the second hypothesis testing, this study concludes that work discipline has a positive and significant effect on employee performance at PT Lintech Duta Pratama, Sumbawa Site. These results indicate that higher levels of employee discipline lead to more optimal performance outcomes. Discipline, reflected in compliance with organizational

rules and procedures, forms the foundation of orderly and professional work behavior. Such compliance demonstrates individual responsibility and commitment to organizational values. With high discipline, work processes become more efficient, and performance outcomes meet established quality standards.

These findings are consistent with Putri and Arifin (2021), who found that adherence to work regulations significantly improves employee performance. Similar results were reported by Nasution and Lubis (2024), who argued that disciplined work behavior enhances individual effectiveness and supports organizational goal achievement. In addition, Sutrisno (2022) emphasized that organizations with strong disciplinary cultures tend to achieve higher productivity due to structured work practices and compliance with operational standards. In the context of PT Lintech Duta Pratama, employee compliance with work regulations reflects disciplined behavior that directly influences consistency and work quality.

3. The Effect of Occupational Health and Safety (OHS) on Employee Performance

The results of the third hypothesis testing indicate that occupational health and safety (OHS) has a positive and significant effect on employee performance at PT Lintech Duta Pratama, Sumbawa Site. These findings suggest that the more effectively OHS systems are implemented, the higher the level of employee performance achieved. One of the most prominent OHS practices in the company is the implementation of regular pre-work safety briefings. Through these briefings, employees receive guidance on safe work procedures, potential workplace hazards, and accident prevention measures. Consistent implementation of these briefings enhances employees' mental and technical readiness, which ultimately improves efficiency and work quality.

These results align with the findings of Suryani and Rahman (2022), who reported that systematic OHS implementation, including pre-work briefings, increases safety awareness and reduces workplace accidents. Pratama and Lestari (2023) also noted that OHS practices contribute to performance improvement by strengthening employee discipline and individual responsibility. Furthermore, Suma'mur (2019) emphasized that systematic safety principles create safe, comfortable, and psychologically supportive work environments. At PT Lintech Duta Pratama, regular safety briefings represent a tangible manifestation of management's commitment to employee safety and serve as an effective control mechanism for enhancing work performance.

5. Conclusion

Based on the results of data analysis and discussion, this study concludes that transformational leadership has a positive and significant effect on employee performance at PT Lintech Duta Pratama, Sumbawa Site. Inspirational, visionary, and motivating leadership practices enhance employees' enthusiasm and dedication in performing their duties. Leaders who cultivate collective motivation encourage employees to deliver high-quality performance and align their efforts with organizational objectives.

Work discipline also has a positive and significant effect on employee performance. Compliance with organizational rules and procedures plays a vital role in shaping orderly, efficient, and productive work behavior. Employees with high levels of discipline demonstrate responsibility, consistency, and punctuality, which contribute to improved work quality in line with company standards.

Occupational health and safety (OHS) has a positive and significant effect on employee performance. Regular safety briefings enhance safety awareness, reduce workplace risks, and create a secure and comfortable working environment. Employees who feel safe and protected tend to be more focused and productive, resulting in improved individual and team performance.

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