
The Effect of Occupational Health and Safety (OHS) and Work Discipline on Productivity through Supervision at PT. Laras Karya Kahuripan (LKK)

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ABSTRACT

This study examines the influence of Occupational Health and Safety (OHS) and work discipline on employee productivity, with supervision as a mediating variable, at PT. Laras Karya Kahuripan (LKK). A quantitative research approach was employed using a survey method. The sample consisted of 76 employees, selected through proportional sampling from a population of 324 employees. Data were collected using structured questionnaires and analyzed using multiple regression and mediation analysis with SPSS 26. The results indicate that OHS and work discipline significantly affect employee productivity ($p < 0.05$). In addition, supervision also has a significant effect on productivity ($p = 0.016$). The mediation analysis using the Sobel test confirms that supervision significantly mediates the relationship between OHS and productivity ($Z = 2.434$) as well as between work discipline and productivity ($Z = 2.330$). These findings suggest that effective supervision strengthens the positive impact of workplace safety practices and employee discipline on productivity. Overall, the study highlights the importance of integrating workplace safety management, disciplinary systems, and effective supervisory practices to enhance employee productivity and organizational performance.

Keywords: *Occupational Health and Safety (OHS), Work Discipline, Productivity, Supervision*

1. Introduction

Occupational Health and Safety (OHS) is a fundamental component of the work environment that aims to protect employees from potential hazards that may lead to workplace accidents or occupational health problems. The implementation of OHS policies is essential for ensuring safe working conditions and minimizing risks that could negatively affect both employees and organizational performance. In industrial sectors, the effectiveness of

safety practices not only protects workers but also contributes to the continuity of production processes and organizational sustainability.

OHS encompasses a variety of systematic activities designed to promote workplace safety and health. These activities include the enforcement of safety regulations, the implementation of structured safety management systems, and the development of training programs that enhance employees' awareness and understanding of occupational safety practices. Within this framework, hazard identification and risk control are critical elements in preventing workplace accidents. One of the most commonly applied preventive measures is the use of personal protective equipment (PPE), supported by regular inspections and monitoring to ensure compliance with established safety standards.

The implementation of effective OHS practices provides significant benefits not only for employees but also for organizations and the broader working environment. A safe workplace reduces the likelihood of occupational accidents, prevents environmental damage, and minimizes operational disruptions. Workplace accidents can lead to severe consequences, including loss of life, financial losses, production delays, and environmental damage, which ultimately affect organizational performance and social welfare. Therefore, organizations must prioritize the implementation of OHS policies to maintain safe and productive working conditions.

In addition to workplace safety, work discipline is another important factor that influences employee productivity. Work discipline reflects the degree to which employees comply with organizational rules, procedures, and performance standards. High levels of discipline encourage employees to perform their tasks responsibly and efficiently, which ultimately supports organizational performance. From the perspective of Human Resource Management (HRM), employee discipline and safety practices are key elements in maintaining workforce effectiveness and achieving organizational goals.

Previous studies have demonstrated the importance of safety management and discipline in improving employee performance. Research conducted by Wibisono, Wibowo, and Musyafa (2024) found that the implementation of occupational safety and health (OHS) in construction projects significantly affects employee productivity, indicating that proper safety management can improve worker performance and reduce accident risks (Alamsyah, et al, 2025). Similarly, other studies have also confirmed that work discipline and OHS practices play an important role in improving employee productivity. For example, empirical research shows that occupational safety and health together with work discipline significantly influence employee performance and productivity within organizations. These findings suggest that organizations that prioritize effective safety management and maintain strong employee discipline tend to achieve higher productivity and better organizational performance.

Furthermore, effective supervision plays a crucial role in ensuring that organizational policies related to OHS and discipline are properly implemented. Supervision functions as a managerial control mechanism that enables organizations to monitor employee performance, enforce safety

regulations, and ensure compliance with workplace rules. Organizations with effective supervision systems tend to experience fewer workplace accidents and higher levels of productivity. Conversely, weak supervisory practices may lead to inefficiencies, reduced employee performance, and increased safety risks.

Despite the growing body of research on workplace safety and employee discipline, limited studies have examined the mediating role of supervision in strengthening the relationship between OHS, work discipline, and employee productivity, particularly in the context of industrial organizations in Indonesia. Understanding the mediating role of supervision is important because it can explain how managerial control mechanisms reinforce the implementation of safety practices and disciplinary policies in the workplace.

The findings of this research are expected to contribute to the literature on human resource management and workplace safety while providing practical insights for organizations seeking to improve employee productivity through effective safety management, discipline, and supervisory practices.

2. Research Methods

2.1. Research Design and Setting

This study employed a quantitative research design to examine the relationship between Occupational Health and Safety (OHS), work discipline, supervision, and employee productivity. The study aimed to analyze the direct effects of OHS implementation and work discipline on employee productivity, as well as the mediating role of supervision in this relationship.

The research was conducted at PT. Laras Karya Kahuripan (LKK), a company located in North Penukal District, PALI Regency, Indonesia. The company operates in a work environment where employee safety, discipline, and supervision play essential roles in supporting operational performance. Therefore, this setting provides an appropriate context to examine how organizational practices influence employee productivity.

The study adopted a cross-sectional survey design, where data were collected at a single point in time using a structured questionnaire distributed to employees across different divisions of the company.

2.2. Variables and Measurement

This study involves four variables consisting of two independent variables, one mediating variable, and one dependent variable. The independent variables include Occupational Health and Safety (OHS) and work discipline. The mediating variable is supervision, while the dependent variable is employee productivity. Occupational Health and Safety refers to organizational efforts to provide a safe and healthy working environment that protects employees from workplace hazards. Work discipline reflects employees' compliance with organizational rules and their commitment to fulfilling job responsibilities. Supervision refers to managerial control mechanisms that ensure employees perform their duties according to organizational standards. Employee productivity represents employees' effectiveness and efficiency in completing work tasks and achieving organizational objectives.

All variables were operationalized using measurement indicators derived from previous empirical studies. OHS was measured using five indicators related to safety equipment, safe working conditions, appropriate use of work tools, workplace hygiene, and lighting conditions. Work discipline was measured through indicators reflecting leadership example, compensation fairness, organizational control, sanctions, assertiveness, and interpersonal relationships. Supervision was measured through preventive, observational, and audit supervision practices. Employee productivity was measured using indicators of work effectiveness, efficiency, work skills, task implementation, accuracy, and work quality.

All constructs were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale was selected because it allows respondents to express the degree of agreement with each statement and facilitates quantitative statistical analysis.

2.3. Population and Sampling

The population of this study consisted of 324 employees working in various operational divisions and administrative units of PT. Laras Karya Kahuripan. The sample size was determined using the Slovin formula, which is commonly used to estimate sample size when the population is known. Using a 10% margin of error, the calculation resulted in a sample size of 76 respondents.

To ensure adequate representation from each organizational unit, this study employed proportional sampling. This technique allocates sample sizes proportionally according to the number of employees in each division relative to the total population. By applying this method, the study ensured that each division contributed respondents in proportion to its workforce size, thereby reducing sampling bias.

The final sample distribution consisted of 22 respondents from Division 1, 21 respondents from Division 2, 26 respondents from Division 3, four respondents from Division 4, one respondent from Division 5, and two respondents from the administrative office unit.

2.4. Data Collection Procedures

Data were collected using both primary and secondary sources. Primary data were obtained through a structured questionnaire distributed to employees. The questionnaire consisted of statements measuring OHS implementation, work discipline, supervision practices, and employee productivity. Respondents were asked to indicate their level of agreement with each statement based on the five-point Likert scale.

Before distribution, the questionnaire was reviewed to ensure clarity and relevance of the items. The survey was administered directly to employees across different divisions to obtain reliable information regarding their perceptions of workplace safety practices, discipline policies, supervisory mechanisms, and productivity performance.

Secondary data were obtained from company documents, organizational reports, and relevant literature sources. These sources were used to support the research background, provide contextual information about the organization, and strengthen the theoretical framework of the study.

In addition to questionnaires, non-participant observation was conducted to obtain contextual insights into workplace conditions and safety practices

within the organization. Observational information served as complementary data to support the interpretation of survey findings.

2.5 Instrument Validity and Reliability

Prior to hypothesis testing, the measurement instruments were evaluated for validity and reliability to ensure that the constructs were measured accurately and consistently.

Construct validity was assessed using Pearson product-moment correlation analysis, which measures the correlation between each questionnaire item and the total score of the corresponding variable. An item was considered valid when the correlation coefficient exceeded the critical value at the 0.05 significance level.

Reliability testing was conducted using Cronbach's Alpha coefficient to examine the internal consistency of the measurement items. A Cronbach's Alpha value of 0.70 or higher indicates that the measurement scale is reliable and suitable for further analysis.

2.6. Data Analysis

The collected data were analyzed using descriptive statistics and inferential statistical techniques. Descriptive statistics were used to summarize respondent characteristics and provide an overview of responses related to the research variables. Inferential statistical analysis was conducted to test the relationships among variables and evaluate the research hypotheses. Prior to regression analysis, several classical assumption tests were performed to ensure that the regression model met the required statistical assumptions.

2.6.1. Normality Test

The Kolmogorov-Smirnov test was applied to determine whether the data were normally distributed. A significance value greater than 0.05 indicates that the data follow a normal distribution.

2.6.2. Multicollinearity Test

Multicollinearity was assessed using the Variance Inflation Factor (VIF). A VIF value lower than 10 indicates that multicollinearity among independent variables is not present.

2.6.3. Heteroscedasticity Test

The Glejser test was used to identify whether heteroscedasticity exists in the regression model. A significance value greater than 0.05 indicates that the model does not suffer from heteroscedasticity.

2.7. Regression and Mediation Analysis

To test the proposed hypotheses, this study employed multiple linear regression analysis to evaluate the effects of OHS implementation and work discipline on employee productivity. The regression model can be expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

where

Y : represents employee productivity,

X1: represents Occupational Health and Safety,
X2: represents work discipline,
 α : the constant term,
 β : represents the regression coefficients, and
 ε : represents the error term.

To examine the mediating role of supervision, the Sobel test was used to assess the significance of indirect effects between the independent variables and employee productivity.

The explanatory power of the regression model was evaluated using the coefficient of determination (R^2), which indicates the proportion of variance in the dependent variable explained by the independent variables included in the model.

Hypothesis testing was performed using the t-test, where a significance level of 0.05 was used to determine whether the independent variables had a statistically significant effect on the dependent variable.

3. Result

3.1. Respondent Characteristics

A total of 76 employees from PT. Laras Karya Kahuripan (LKK) participated in this study. The demographic characteristics of respondents are presented based on gender, education level, age, and length of service.

3.1.1. Gender

Among the respondents, 47 employees (61.8%) were male, while 29 employees (38.2%) were female. This indicates that the workforce in the company is dominated by male employees.

3.1.2. Education Level

Most respondents had a senior high school or vocational school (SMA/SMK) education, accounting for 54 employees (71.1%). Meanwhile, 13 employees (17.1%) held a bachelor's degree, and 9 employees (11.8%) had a junior high school (SMP) education.

3.1.3. Age Distribution

The majority of respondents were within the 20–30 years age group, totaling 41 employees (53.9%). This was followed by 21 employees (27.6%) aged 31–40 years, and 8 employees (10.5%) aged 41–50 years.

3.1.4. Length of Service

Most respondents had worked at the company for 1–5 years, totaling 45 employees (59.2%). Meanwhile, 25 employees (32.9%) had 6–10 years of experience, 4 employees (5.3%) had 11–15 years, and 2 employees (2.6%) had 16–20 years of service. These findings indicate that the majority of employees have relatively moderate work experience.

3.2. Descriptive Analysis of Research Variables

The study used primary data obtained through questionnaires distributed to 76 respondents. The questionnaire measured four variables: Occupational Health and Safety (OHS), Work Discipline, Supervision, and Employee Productivity.

3.2.1. Occupational Health and Safety (X1)

The descriptive analysis shows that the average score for the OHS

variable was 2.53 on a five-point Likert scale. This score indicates that employees perceive the implementation of occupational health and safety practices in the company at a moderate level, suggesting that improvements in workplace safety management may still be needed.

3.2.2. Work Discipline (X2)

The mean score for the work discipline variable was 4.01, indicating that employees generally perceive work discipline in the organization as high. This result suggests that employees tend to comply with organizational rules and demonstrate strong commitment to their responsibilities.

3.2.3. Employee Productivity (Y)

The average score for employee productivity was 2.75, which falls within the moderate category. This indicates that employees perceive their productivity levels as relatively adequate but still open to improvement.

3.2.4. Supervision (Z)

The mean score for the supervision variable was 3.13, indicating a moderate level of supervisory practices within the organization. This suggests that while supervision mechanisms are present, there may still be opportunities to enhance monitoring and managerial control practices.

3.3. Regression Analysis

Multiple regression analysis was conducted to examine the effects of Occupational Health and Safety and Work Discipline on Supervision and Employee Productivity.

The results show that Occupational Health and Safety (X1) significantly affects Supervision (Z) with a significance value of $0.000 < 0.05$. Similarly, Work Discipline (X2) also has a significant effect on Supervision (Z) with a significance value of $0.000 < 0.05$. Furthermore, the regression results indicate that Occupational Health and Safety (X1) significantly influences Employee Productivity (Y) with a significance value of $0.000 < 0.05$. Work Discipline (X2) also significantly affects employee productivity ($p = 0.000 < 0.05$). In addition, Supervision (Z) has a significant effect on employee productivity with a significance value of $0.016 < 0.05$.

These results suggest that both safety management practices and employee discipline play important roles in enhancing productivity, while supervision acts as an important supporting factor.

3.4. Mediation Analysis

The mediating role of supervision was examined using the Sobel test. The results show that the Sobel test value for the mediation effect between Occupational Health and Safety (X1) and Employee Productivity (Y) through Supervision (Z) is 2.434, which is greater than the critical value of 1.96 at the 0.05 significance level. This indicates that supervision significantly mediates the relationship between OHS and employee productivity.

Similarly, the Sobel test value for the mediation effect between Work Discipline (X2) and Employee Productivity (Y) through Supervision (Z) is 2.330, which is also greater than 1.96. Therefore, supervision significantly mediates the relationship between work discipline and employee productivity.

These findings indicate that effective supervision strengthens the

positive influence of both occupational safety practices and work discipline on employee productivity.

3.5. Coefficient of Determination

The coefficient of determination (R^2) for the model predicting Supervision (Z) was 0.988, indicating that 98.8% of the variation in supervision can be explained by Occupational Health and Safety and Work Discipline. The remaining 1.2% is explained by other variables not included in the model.

Meanwhile, the R^2 value for the model predicting Employee Productivity (Y) was 0.983, meaning that 98.3% of the variation in productivity is explained by OHS, work discipline, and supervision, while 1.7% is influenced by other external factors. These results suggest that the proposed regression models have very strong explanatory power.

3.6. Hypothesis Testing

Hypothesis testing using the t-test indicates that:

- a. Occupational Health and Safety (X1) significantly affects Employee Productivity (Y) ($p < 0.05$).
- b. Work Discipline (X2) significantly affects Employee Productivity (Y) ($p < 0.05$).
- c. Supervision (Z) significantly affects Employee Productivity (Y) ($p < 0.05$).
- d. Occupational Health and Safety (X1) significantly affects Supervision (Z) ($p < 0.05$).
- e. Work Discipline (X2) significantly affects Supervision (Z) ($p < 0.05$).

These results confirm that both OHS implementation and work discipline play important roles in improving supervision practices and employee productivity.

4. Discussion

4.1. The results indicate that Occupational Health and Safety has a significant positive effect on Employee Productivity

Occupational Health and Safety (OHS) has a significant positive effect on employee productivity. This finding suggests that the implementation of workplace safety measures, such as the provision of personal protective equipment, safe working conditions, and proper workplace facilities, contributes to improved employee performance.

From a theoretical perspective, these findings are consistent with the Human Relations Theory, which emphasizes that employee well-being and working conditions are crucial factors influencing performance and productivity. When employees perceive that their workplace is safe and supportive, they are more motivated and able to perform their tasks effectively.

This result also aligns with previous studies indicating that effective OHS practices improve employee morale, reduce workplace accidents, and enhance productivity. According to Fernández-Muñiz et al. (2009), organizations that prioritize occupational safety management systems tend

to achieve higher operational performance because employees can perform their tasks without fear of injury or health risks.

Similarly, Zohar (2010) highlights that a strong safety climate within an organization encourages employees to adopt safer work behaviors, which ultimately contributes to higher productivity and organizational effectiveness.

Recent studies further reinforce the positive relationship between OHS practices and employee productivity. For instance, research conducted in the manufacturing sector highlights that a positive safety climate supported by leadership commitment, risk management, and employee participation plays a crucial role in strengthening workplace safety and improving overall organizational performance (Satrya, et al, 2024). Furthermore, organizations that integrate safety management systems with employee engagement initiatives tend to experience improved operational efficiency and productivity.

Empirical studies also confirm that effective Occupational Health and Safety (OHS) implementation significantly contributes to improved productivity by minimizing workplace hazards and creating a safer working environment. OHS programs are designed to identify potential risks of workplace accidents and occupational diseases and to implement preventive measures such as safety training, the provision of personal protective equipment (PPE), and compliance with standardized safety procedures. These measures not only protect employees physically but also enhance operational efficiency by reducing workplace incidents, minimizing downtime, and lowering compensation costs associated with accidents. When employees perceive their workplace as safe and well-managed, they tend to work more confidently and efficiently, which ultimately leads to higher levels of productivity and organizational performance (Firmansyah, et al, 2024).

A recent empirical study also demonstrates that the implementation of OHS programs—particularly safety training and structured safety management systems—can significantly reduce workplace accident rates while simultaneously improving workforce productivity. For instance, research on workers in high-risk sectors found that the application of OHS standards and safety training programs directly influences both accident reduction and productivity improvement. By equipping employees with the knowledge and skills to recognize and manage workplace hazards, organizations can reduce unsafe behaviors and improve overall work performance (Aura Prizi dan Mahadewi, 2025).

From a human resource management perspective, the integration of OHS practices, safety climate, and organizational commitment is essential for achieving sustainable productivity. Organizations that prioritize safety management systems not only protect employees from occupational hazards but also create a supportive work environment that enhances employee motivation and job satisfaction. As a result, employees become more engaged in their work and contribute more effectively to organizational goals.

Overall, the results of this study reinforce the argument that effective implementation of occupational health and safety practices is a strategic

factor in improving employee productivity and organizational performance. Organizations that invest in safety management systems, employee training programs, and continuous monitoring of workplace safety conditions are more likely to achieve higher productivity, reduce workplace accidents, and ensure sustainable organizational development.

Therefore, improving workplace safety policies and safety awareness programs may help organizations enhance employee productivity while minimizing occupational risks.

4.2. The Effect of Work Discipline on Employee Productivity

The findings also reveal that work discipline has a significant positive effect on employee productivity. This result indicates that employees who demonstrate higher levels of compliance with organizational rules, punctuality, and responsibility tend to perform their tasks more effectively.

This finding supports the organizational behavior theory, which states that disciplined behavior among employees contributes to improved work performance and efficiency. Discipline encourages employees to adhere to established procedures, maintain work consistency, and complete tasks within the required timeframe.

Previous studies have also confirmed the importance of work discipline in improving productivity. For instance, Robbins and Judge (2017) argue that employee discipline is closely related to organizational commitment and work performance because disciplined employees tend to be more responsible and focused on achieving organizational goals.

In addition, Mathis and Jackson (2011) emphasize that organizations with clear disciplinary systems and consistent enforcement of rules are more likely to achieve higher employee productivity. A well-structured disciplinary system encourages employees to maintain professionalism and accountability in their work activities.

Thus, organizations should strengthen disciplinary policies, establish clear rules, and ensure consistent enforcement to enhance employee productivity.

4.3. The Effect of Supervision on Employee Productivity

The results further show that supervision significantly affects employee productivity. This finding suggests that effective supervisory practices help ensure that employees perform their duties according to organizational standards and objectives.

From a management perspective, supervision is an essential function that enables managers to monitor employee performance, provide guidance, and ensure that work activities are aligned with organizational goals. According to Daft (2014), supervision is a critical managerial activity that helps organizations maintain operational control and improve employee performance.

Moreover, Armstrong (2014) explains that effective supervision enables managers to identify potential problems early, provide feedback, and support employees in improving their performance. As a result, employees can perform their tasks more efficiently and contribute more effectively to organizational productivity.

Therefore, organizations should strengthen supervisory mechanisms by improving communication between supervisors and employees, providing regular feedback, and ensuring that performance standards are clearly defined.

4.4. The Mediating Role of Supervision

The mediation analysis reveals that supervision significantly mediates the relationship between OHS and employee productivity, as well as between work discipline and productivity. This indicates that supervisory practices strengthen the influence of workplace safety and discipline on employee performance.

These findings can be explained using the management control theory, which suggests that supervision serves as a mechanism for ensuring that organizational policies and procedures are properly implemented. Through supervision, managers can monitor employee compliance with safety procedures and disciplinary standards, thereby reinforcing their impact on productivity.

Previous research also supports this finding. Yahaya and Ebrahim (2016) reported that supervisory support plays an important role in translating organizational policies into employee performance outcomes. When supervisors actively monitor and guide employees, safety and discipline policies are more effectively implemented, which ultimately improves productivity.

Additionally, Kuvaas et al. (2017) highlight that supervisory support enhances employee engagement and motivation, which can strengthen the relationship between organizational practices and employee performance. Thus, effective supervision can act as a bridge that connects organizational policies with employee performance outcomes.

Overall, the findings of this study highlight the importance of workplace safety, employee discipline, and effective supervision in improving employee productivity. Organizations that invest in safety management systems, maintain strong disciplinary policies, and implement effective supervisory practices are more likely to achieve higher levels of employee performance and organizational efficiency.

5. Conclusion

This study investigated the effect of Occupational Health and Safety (OHS) and work discipline on employee productivity, with supervision serving as a mediating variable at PT. Laras Karya Kahuripan (LKK). The results indicate that OHS implementation and work discipline significantly and positively influence employee productivity. These findings suggest that a safe working environment and clear disciplinary standards are essential factors in supporting employees' ability to perform their tasks effectively and efficiently.

The study also demonstrates that supervision plays a significant role in improving employee productivity, both directly and as a mediating variable. Effective supervision strengthens the relationship between OHS practices, work discipline, and productivity by ensuring that organizational policies and procedures are consistently implemented in daily operations.

Through monitoring, guidance, and feedback, supervisors help employees maintain work standards and minimize operational errors.

From a practical perspective, the findings highlight the importance of integrating workplace safety management, employee discipline, and supervisory practices within organizational performance management systems. Organizations that emphasize structured safety programs, consistent disciplinary enforcement, and effective supervisory mechanisms are more likely to achieve higher levels of productivity and operational efficiency.

Overall, this study contributes to the literature on human resource management and organizational performance by providing empirical evidence of the interconnected roles of OHS, work discipline, and supervision in enhancing employee productivity. The results also offer managerial insights for organizations seeking to improve workforce performance through better workplace safety management, disciplined work practices, and effective supervisory support.

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