

The Influence Of Occupational Safety And Health (K3), Organizational Culture, And Leadership Style On Employee Performance Mediated By Job Satisfaction At PT Angkasa Pura Aviasi

Rizky Ramadhansyah Harahap¹, Yohny Anwar², Sri Rahayu³

^{1,2,3} Master of Management Study Program, Universitas Pembangunan Panca Budi

* Correspondence Author: rizkyhaaap@gmail.com

Abstract

This study aims to analyze the influence of occupational safety and health (K3), organizational culture, and leadership style on employee performance, with job satisfaction as a mediating variable. The study was conducted on 85 employees of PT Angkasa Pura Aviasi using a quantitative method with SEM-PLS analysis. The results of the study show that (1) Occupational Safety and Health (K3) has a positive and significant effect on employee performance. (2) Organizational culture does not have a significant effect on employee performance. (3) Leadership style has a positive and significant effect on employee performance. (4) Occupational Safety and Health (K3) has a positive and significant effect on job satisfaction. (5) Organizational culture does not have a significant effect on job satisfaction. (6) Leadership style has a positive and significant effect on job satisfaction. (7) Job satisfaction has a positive and significant effect on employee performance. (8) Occupational Safety and Health (K3) does not have a significant effect on employee performance through job satisfaction. (9) Organizational culture does not have a significant effect on employee performance through job satisfaction. (10) Leadership style has a positive and significant effect on employee performance through job satisfaction. These results show that improved work safety and effective leadership styles play an important role in improving employee satisfaction and performance. In contrast, organizational culture does not show significant influence. The implication of this study is the need for management to strengthen the implementation of OSH and transactional leadership to support employee productivity.

Keywords:

Occupational Safety and Health (K3), Organizational Culture, Leadership Style, Job Satisfaction, Employee Performance



Licence

Creative Commons Attribution-ShareAlike 4.0 International License.

INTRODUCTION

Kualanamu International Airport, located in Deli Serdang, North Sumatra, is one of the largest airports in Indonesia that serves as the main link to the western region. Managed by PT Angkasa Pura Aviassi, this airport faces the challenge of efficient operations with high service quality. The implementation of Occupational Safety and Health (K3) is a priority to ensure the safety of employees and service users. Organizational culture and leadership style factors also affect productivity and operational efficiency.

The downward trend in employee performance during 2021-2023 shows the need for evaluation of internal aspects. KPI data shows that the average decreased from 112.32 (2021) to 108.96 (2023). Although not statistically significant, this indicates the importance of evaluation of OSH implementation, organizational culture, and leadership effectiveness.

The implementation of K3 optimally creates a safe work environment, increases comfort, and work motivation. Conversely, lack of attention to OSH can trigger safety risks that reduce productivity. Organizational culture is also important in building employee ownership and commitment. Surveys show that only 50% of employees feel that the company culture is strong, so strengthening the culture is necessary. In the dynamic aviation industry, an adaptive culture is needed.

Leadership style is also an important factor. Effective leaders create a supportive environment and provide clear direction. A transactional leadership style that focuses on KPIs is applied at PT Angkasa Pura Aviassi. However, this approach needs to be balanced with a participatory style to increase employee engagement. Surveys show performance-based rewards are appreciated by 80% of employees, but strict scrutiny can create excessive pressure.

Job satisfaction is a mediating variable between K3, organizational culture, leadership style, and performance. Only 50% of employees feel the work environment is supportive of comfort, indicating the need for improvement. This study aims to analyze the direct influence of K3, organizational culture, and leadership style on employee performance at PT Angkasa Pura Aviassi, by exploring the role of job satisfaction as a mediating variable. Using quantitative methods and SEM-PLS, this study aims to provide empirical insights.

The results of the research are expected to contribute to the development of human resource management and company strategies to improve employee satisfaction and performance. A holistic approach to OSH, organizational culture, and leadership style will help create a conducive work environment that supports



productivity and operational sustainability. These findings can also be the basis for the development of more effective policies and work programs.

LITERATURE REVIEW

According to Schermerhorn (2017), employee performance is a measure of the results achieved by individuals or groups in completing tasks in accordance with organizational goals. This performance is assessed based on the quality, quantity, and efficiency of the work that has been completed. This shows that performance is an important indicator in assessing the extent to which organizational goals are achieved through the contribution of each member.

According to Sutrisno (2019), job satisfaction is an employee's attitude towards work that is influenced by various factors, such as the work situation, relationships between employees, the rewards received, and physical and psychological aspects. High job satisfaction reflects supportive working conditions, which can ultimately increase employee motivation and productivity within the organization.

According to Aji Pangestu (2016), Occupational Safety and Health (K3) is an effort to prevent work accidents and occupational diseases by creating a safe and healthy work environment. The implementation of OSH aims to improve the efficiency and productivity of the workforce by protecting them from potential hazards. Thus, the implementation of K3 not only maintains employee safety, but also supports the smooth operation of the organization.

According to Schermerhorn (2017), leadership style is a leader's pattern of behavior in influencing his subordinates to achieve organizational goals. This style reflects the leader's belief in the abilities of his subordinates, and includes strategies in motivating and directing the team. Effective leaders can balance influence and authority, thereby increasing the effectiveness of the organization.

According to Edison (2016), organizational culture is a set of values, beliefs, assumptions, and norms shared by organizational members. This culture regulates the behavior and interaction of members, both within the organization and with the outside environment. A strong organizational culture can create a sense of belonging and increase employee commitment, thereby supporting the organization's success in facing various challenges.

RESEARCH METHODS

This study uses a quantitative method with an explanatory approach to analyze the influence of Occupational Safety and Health (K3), organizational culture, and leadership style on employee performance, with job satisfaction as a mediating variable. Data was collected through a structured questionnaire given to PT Angkasa



Pura Aviassi employees. The study population was all employees of PT Angkasa Pura Aviassi totaling 192 people, and the sample was determined as many as 85 respondents using the proportionate stratified random sampling technique to ensure the representation of each division.

There are five variables studied, namely: *Occupational Safety and Health (K3)*, *Organizational Culture*, *Leadership Style*, *Job Satisfaction*, and *Employee Performance*. The definitions and indicators of each variable can be seen in Table 1.

The data collection technique was carried out using the questionnaire method, while the statistical analysis was carried out using the SEM-PLS (Structural Equation Modeling-Partial Least Squares) method with the SmartPLS 3.3.3 application. The SEM-PLS measures applied in this study include several main stages.

The first stage is the measurement model test (Outer Model), which aims to test the validity and reliability of the construct of each indicator. These tests include:

- Internal Consistency (Composite Reliability) Test,
- Validity Test (Convergent Validity and Discriminant Validity), and
- Reliability Test.

The second stage is the structural model test (Inner Model), which aims to determine the influence between variables or correlations between the constructs measured in this study. These tests include:

- Coefficient of Determination (R Square or R^2),
- T-Statistic Test, and
- Path Coefficient.

This approach provides a thorough analysis of the relationship between the research variables, so that it can produce valid and relevant findings.

Table 1 Table of Variables and Indicators

Types of Variables	Definition	Indicators
Employee Performance (Y)	Employee performance is a measure of the results of tasks achieved by individuals or groups in accordance with organizational goals. This performance is assessed based on the quality,	1. Quality of Work 2. Working Quantity 3. Time Efficiency 4. Effectiveness 5. Initiative and Creativity



Types of Variables	Definition	Indicators
	quantity, and efficiency of the tasks completed. According to (Schermerhorn (2017)	6. Compliance with Procedures 7. Teamwork (Schermerhorn 2017)
Job Satisfaction (Z)	Job satisfaction is the positive feelings that employees feel towards their work as a result of evaluating various aspects of the job, such as the work situation, the rewards received, relationships with colleagues, and physical and psychological conditions. Sutrisno (2016).	1. Working Situation 2. Cooperation Between Employees 3. Rewards Received 4. Physical and Psychological Factors (Sutrisno, 2016)
Occupational Health and Safety (K3) (X1)	Occupational Safety and Health (K3) is an effort made to prevent work accidents and occupational diseases by ensuring a safe and healthy work environment for employees. The implementation of OSH aims to increase the efficiency and productivity of the workforce by protecting them from potential hazards in the workplace and maintaining their safety during work (Aji Pangestu, 2016)	1. Work environment, 2. Office machinery and equipment, 3. Attitude 4. Physical condition, 5. Lack of work skills (Aji Pangestu, 2016)
Leadership Style (X2)	Leadership style is a pattern of behavior that a leader uses when trying to influence his subordinates. The population in this study includes employees who work in the airport sector with the criteria of being permanent employees of PT Angkasa Pura Aviassi or assistance employees of PT Angkasa Pura II, and have a minimum working period of one year to achieve organizational goals. This style	1. Performance-Based Awards 2. Strict Supervision 3. Clarification of Goals and Tasks 4. Sanctions 5. Focus on Results (Schermerhorn 2017)

Types of Variables	Definition	Indicators
	shows a leader's confidence in the abilities of his subordinates. Leadership style also includes patterns of behavior and strategies implemented to motivate and direct the team, as well as balancing influence and authority to ensure organizational effectiveness. (Schermehorn 2017)	
Organizational Culture (X3)	Organizational culture is a set of values, beliefs, assumptions, and norms shared by the members of an organization, which govern how to behave and interact both within the organization and with the environment outside the organization. This culture directs how members of the organization view their duties, how they act in the face of challenges, and how they relate to each other (Edison 2016)	1. Dominant Characteristics; 2. Leadership 3. Organization; 4. Employee Management; 5. Organizational Adhesive; 6. Organizational Emphasis; 7. Success criteria (Edison, 2016)

The population in this study includes employees who work in the airport sector with the criteria of being permanent employees of PT Angkasa Pura Aviassi or assistance employees of PT Angkasa Pura II, with a minimum working period of one year. The number of samples used in this study was as many as 85 employees from PT Angkasa Pura Aviassi.

Data collection was carried out directly using the questionnaire method, which was compiled with the Likert scale. In the measurement, respondents were asked to give their opinion on each question using the following scales: strongly agree, agree, neutral, disagree, and strongly disagree, with scores of 5, 4, 3, 2, and 1 respectively.

The analysis stages in this study include two main steps. First, Descriptive Analysis, which is used to identify the characteristics of respondents and research variables. Second, SEM-PLS (Structural Equation Modeling-Partial Least Squares)

Analysis, which aims to test the relationship between variables and test the hypothesis proposed in this study.

RESULTS AND DISCUSSION

Research Results

This study involved 85 respondents from PT Angkasa Pura Aviasi at Kualanamu International Airport, with the majority coming from staff positions as many as 51 people (60%), followed by supervisors 17 people (20%), first leaders 12 people (14%), middle leaders 4 people (5%), and senior leaders 1 person (1%). Most of the respondents are operational staff who support airport service activities.

From the work function, the majority of respondents were in the operational function (engineering and operational) as many as 56 people (66%), followed by administration 21 people (25%), and managerial 8 people (9%). This shows a dominant focus on operational and technical activities relevant to occupational safety, organizational culture, and performance.

In terms of gender, 51 respondents (60%) were male and 34 (40%) were female. This proportion reflects a trend in the aviation sector, where operational and technical fields are dominated by men due to the high need for physical and technical involvement.

Outer Model Testing



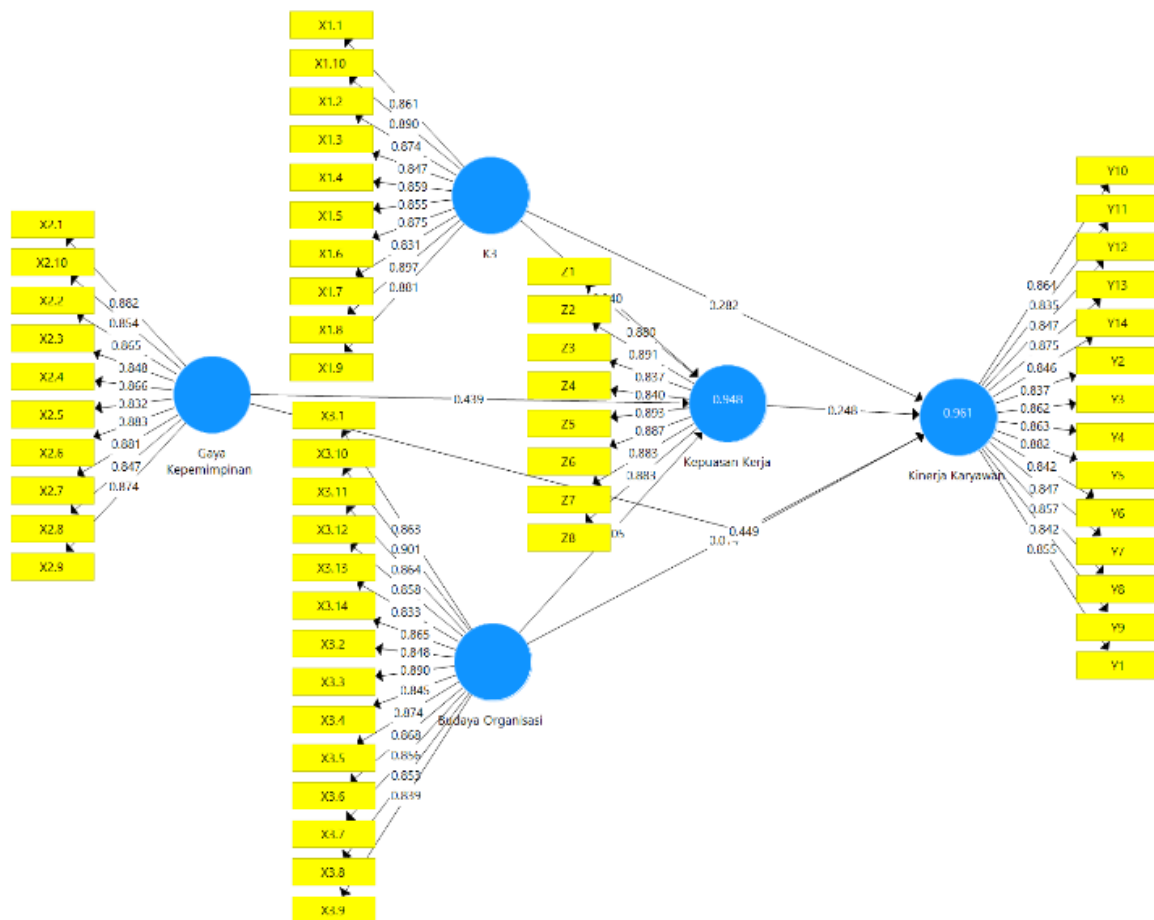


Figure 1 *outer model*

The outer model in the Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis is used to evaluate the relationship between the latent variable and its indicators, ensuring the validity and reliability of the construct. This evaluation includes convergence validity, discriminatory validity, construct reliability, and internal consistency. In SEM-PLS, the outer model includes the analysis of the measurement model consisting of convergence validity, construct reliability, and discriminatory validity.

1. Convergent Validity

The criteria for drawing conclusions for Convergent Validity are determined based on the outer loading value. The indicator is considered valid if the outer loading value > 0.7 . For values between > 0.4 to < 0.7 , indicators can still be considered, especially in new or exploratory research. However, if the outer loading value < 0.4 , the indicator should be removed from the variable. After that, Convergent

Validity retesting is carried out to ensure the validity of the variables before proceeding to the Discriminant Validity test (Hair, 2013).

Table 2 Loading Factor value of each indicator

	Organizational Culture	Gaya Kepemimpinan	K3	Job Satisfaction	Employee Performance
X1.1			0,861		
X1.10			0,890		
X1.2			0,874		
X1.3			0,847		
X1.4			0,859		
X1.5			0,855		
X1.6			0,875		
X1.7			0,831		
X1.8			0,897		
X1.9			0,881		
X2.1		0,882			
X2.10		0,854			
X2.2		0,865			
X2.3		0,848			
X2.4		0,866			
X2.5		0,832			
X2.6		0,883			
X2.7		0,881			
X2.8		0,847			
X2.9		0,874			
X3.1	0,863				
X3.10	0,901				
X3.11	0,864				
X3.12	0,858				
X3.13	0,833				
X3.14	0,865				
X3.2	0,848				
X3.3	0,890				
X3.4	0,845				
X3.5	0,874				
X3.6	0,868				
X3.7	0,856				
X3.8	0,853				

	Organizational Culture	Gaya Kepemimpinan	K3	Job Satisfaction	Employee Performance
X3.9	0,839				
Y10					0,864
Y11					0,835
Y12					0,847
Y13					0,875
Y14					0,846
Y1					0,855
Y2					0,837
Y3					0,862
Y4					0,863
Y5					0,882
Y6					0,842
Y7					0,847
Y8					0,857
Y9					0,842
Z1				0,880	
Z2				0,891	
Z3				0,837	
Z4				0,840	
Z5				0,893	
Z6				0,887	
Z7				0,883	
Z8				0,883	

Based on the table above, it can be seen that the *loading factor* value in 56 indicators > 0.70 , and there are 0 indicators in the *loading factor* with a value of < 0.70 but does not increase AVE and *Composite Reliability*. In accordance with Hair et al (2013), all indicators show values that meet the validity criteria, so no indicators need to be deleted or revised. Therefore, it can be concluded that the indicators of each variable in this study are valid.

2. Internal Consistency

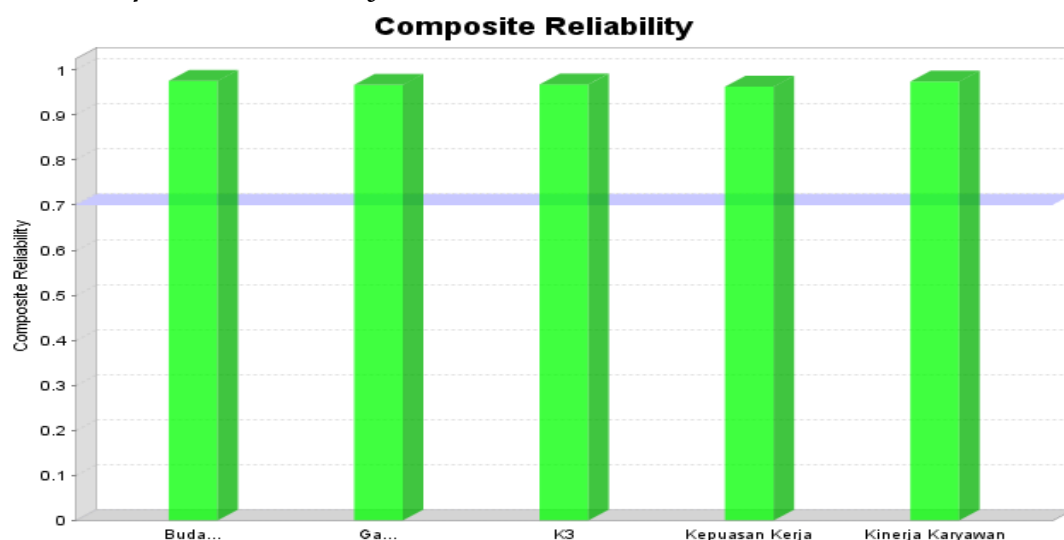
Internal consistency is a form of reliability used to evaluate the consistency of results between items in the same test. This determines whether the item scores have the same composition. If the Composite Reliability value ≥ 0.70 , the criteria

for concluding the variables for its composition are considered valid and reliable (Hair, 2017).

Table 3 Composite Reliability Values

	Composite Reliability	Test Results
Organizational Culture	0,976	Reliable
Leadership Style	0,967	Reliable
K3	0,968	Reliable
Job Satisfaction	0,963	Reliable
Employee Performance	0,974	Reliable

Figure 2 Composite Reliability



Based on the table and figure above, each variable has a Composite Reliability value ≥ 0.70 . This shows that all the variables used in the study are declared reliable.

3. Discriminant Validity

This test aims to evaluate the validity of the constituent indicators or variables. The best measurement at the moment in the Smart-PLS website is to check the Heterotrait-Monotrait Ratio (HTMT) value. If the HTMT value < 0.9 , then the configuration has excellent identification validity (Juliandi, 2018).

Table 4 Discriminant Validity Values

	Organizational Culture	Gaya Kepemimpinan	K3	Job Satisfaction	Employee Performance
Organizational Culture	0,861				



Leadership Style	0,971	0,864			
K3	0,969	0,961	0,867		
Job Satisfaction	0,961	0,965	0,961	0,875	
Employee Performance	0,961	0,973	0,965	0,966	0,854

Based on the table above, it can be seen that the correlation value between the latent variable and the latent variable itself is greater than the correlation value between the latent variable and other latent variables, and the value is < 0.9 . So it is concluded that the HTMT value has met the requirements for *discriminant validity* in this study.

Inner Model Testing

1. Coefficient of Determination (R-Square)

R-square is a measure of the rate of change in the value (endogenous) that is affected and can be explained by the variable that is affected (exogenous). This helps predict whether the model is good or bad (Juliandi, 2018). The R-square result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (moderate) and 0.25 indicates that the model is weak (poor) (Juliandi, 2018).

Table 5 R-Square Values

	R Square	R Square Adjusted
Job Satisfaction	0,948	0,946
Employee Performance	0,961	0,959

Source: Smart PLS 3.3.3, 2024

The conclusion of the *R-Square* value test above is as follows

1. Job Satisfaction has an R-Square value of 0.948, which means that the independent variables in the model are able to explain 94.8% of the variation in Job Satisfaction. The R-Square Adjusted of 0.946 indicates that the model remains stable despite adjustments to the number of predictor variables.
2. Employee Performance has an R-Square value of 0.961, which means that the independent variables in the model are able to account for 96.1% of the variation

in Employee Performance. The R-Square Adjusted of 0.959 indicates the consistency of the model's strength.

Thus, the model belongs to the substantial (strong) category.

Hypothesis testing in this study was carried out using the Partial Least Square (PLS) analysis technique through SmartPLS 3.0 software. This analysis includes testing the direct effect between exogenous variables and endogenous variables according to the guidelines of Hair et al. (2017) and Juliandi (2018). A relationship is declared significant if the t-statistic value > 1.96 with a significance level of p-value < 0.05 (5%) and the beta coefficient is positive. On the other hand, if the p-value > 0.05 , then the influence of exogenous variables on endogenous variables is considered insignificant. This approach ensures that the causal relationship tested is based on valid and reliable statistical results, as suggested by Hair et al. (2017) and supported by Juliandi's (2018) practical guide.

Table 6 Direct Effect test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction	0,205	0,206	0,122	1,683	0,093
Organizational Culture -> Employee Performance	0,065	0,069	0,114	0,569	0,570
Leadership Style - > Job Satisfaction	0,439	0,436	0,103	4,266	0,000
Leadership Style - > Employee Performance	0,558	0,559	0,101	5,522	0,000
K3 -> Job Satisfaction	0,340	0,341	0,115	2,947	0,003
K3 -> Employee Performance	0,366	0,360	0,100	3,651	0,000
Job Satisfaction -> Employee Performance	0,248	0,252	0,102	2,424	0,016

Source: SmartPLS 3.3.3, 2024



Based on the significance test table above, it can be concluded as follows:

1. Organizational Culture has a beta coefficient of 0.205 and t-statistics of 1.683 with a p-value of 0.093, so it does not have a significant effect on Job Satisfaction at PT Angkasa Pura Aviassi.
2. Organizational Culture has a beta coefficient of 0.065 and t-statistics of 0.569 with a p-value of 0.570, so it does not have a significant effect on Employee Performance.
3. Leadership Style had a beta coefficient of 0.439 and a t-statistic of 4.266 with a p-value of 0.000, showing a significant positive influence on Job Satisfaction.
4. Leadership Style has a beta coefficient of 0.558 and a t-statistic of 5.522 with a p-value of 0.000, indicating a significant positive influence on Employee Performance.
5. K3 had a beta coefficient of 0.340 and a t-statistic of 2.947 with a p-value of 0.003, showing a significant positive influence on Job Satisfaction.
6. K3 has a beta coefficient of 0.366 and a t-statistic of 3.651 with a p-value of 0.000, showing a significant positive influence on Employee Performance.
7. Job Satisfaction has a beta coefficient of 0.248 and a t-statistic of 2.424 with a p-value of 0.016, showing a significant positive influence on Employee Performance.

According to Juliandi (2018), intervening variables affect the relationship between independent and dependent variables indirectly. This variable serves as an intermediary that explains the relationship. In this study, Job Satisfaction is a mediating variable to test the indirect influence between K3, Organizational Culture, and Leadership Style on Employee Performance.

Table 7 Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction -> Employee Performance	0,051	0,052	0,040	1,275	0,203
Leadership Style -> Job Satisfaction -> Employee Performance	0,109	0,108	0,047	2,305	0,022



K3 -> Job Satisfaction -> Employee Performance	0,084	0,088	0,051	1,660	0,098
---	-------	-------	-------	-------	-------

Based on the indirect test table (*indirect effect*) can be concluded as follows:

1. Organizational Culture on Employee Performance through Job Satisfaction has a beta coefficient of 0.051, t-statistic 1.275, and p-value 0.203. Since the t-statistic < 1.96, it was concluded that the effect was not significant.
2. Leadership Style on Employee Performance through Job Satisfaction has a beta coefficient of 0.109, t-statistic 2.305, and p-value 0.022. Since the t-statistic > 1.96, the effect was significantly positive.
3. K3 on Employee Performance through Job Satisfaction has a beta coefficient of 0.084, t-statistic 1.660, and p-value 0.098. Since the t-statistic < 1.96, the effect is not significant.

DISCUSSION

The Influence of Organizational Culture on Job Satisfaction

Organizational culture at PT Angkasa Pura Aviassi had no significant effect on Job Satisfaction ($\beta = 0.205$, $t = 1.683$, $p = 0.093$). The lack of internalization of cultural values is one of the causes, with 45% of respondents neutral and 15% disagreeing with the company's cultural value statement.

This finding is different from Tanjung (2020) and Ismi (2019), which stated that organizational culture is significant to job satisfaction. Companies need to strengthen the communication of vision and mission through internal training and media to create a work environment that supports employee satisfaction.

The Influence of Organizational Culture on Employee Performance

The organizational culture at PT Angkasa Pura Aviassi did not have a significant effect on Employee Performance ($\beta = 0.065$, $t = 0.569$, $p = 0.570$). The survey showed 48% of neutral respondents and 12% disagreed that organizational culture drives performance, reflecting a lack of internalization of cultural values.

This finding is different from Tanjung (2020) and Ismi (2019), which stated that organizational culture significantly improves performance through commitment. To strengthen its influence, companies need to implement training, development programs, and recognition of behaviors according to cultural values.



The Influence of Leadership Style on Job Satisfaction

Leadership style had a significant positive effect on Job Satisfaction ($\beta = 0.439$, $t = 4.266$, $p < 0.05$). Leaders who provide clear direction, motivation, and support create a better work atmosphere. The survey showed that 62% of respondents agreed and 20% strongly agreed that the leader's direction increased job satisfaction.

This finding is in line with the research of Rizki Wulanita Batubara (2021) and Indria Primiaty Diningsih (2021), which showed significant leadership in increasing satisfaction through work stress reduction. Companies can develop leadership training to improve communication, motivation, and empathy skills to support job satisfaction on an ongoing basis.

The Influence of Leadership Style on Employee Performance

Leadership style had a significant positive effect on Employee Performance ($\beta = 0.558$, $t = 5.522$, $p < 0.05$). Leaders who provide motivation, clear direction, and support can increase productivity. The survey showed that 68% of respondents agreed and 22% strongly agreed that leaders provide motivation to achieve work targets.

This finding is in line with the research of Rizki Wulanita Batubara (2021) and Indria Primiaty Diningsih (2021), which showed significant leadership in improving performance through discipline and stress reduction. Companies can develop strategic leadership training to strengthen the relationship between effective leadership and employee performance.

The Effect of Occupational Safety and Health (K3) on Job Satisfaction

Occupational safety and health (K3) had a significant positive effect on Job Satisfaction ($\beta = 0.340$, $t = 2.947$, $p < 0.05$). OSH programs such as safety facilities and routine training improve employee comfort, with 72% of respondents agreeing and 18% strongly agreeing that safety facilities are adequate.

These findings are consistent with Dimas Okwiansyah (2024) and Indria Primiaty Diningsih (2021), which show that K3 significantly increases job satisfaction through risk and stress reduction. Companies can strengthen OSH programs with relevant training, supervision, and improvement of safety facilities.

The Effect of Occupational Safety and Health (K3) on Employee Performance

K3 had a significant positive effect on Employee Performance ($\beta = 0.366$, $t = 3.651$, $p < 0.05$). A safe work environment increases productivity, with 65% of respondents agreeing and 20% strongly agreeing that routine safety training has a positive impact.



This research is consistent with Rizki Wulanita Batubara (2021) and Dimas Okwiansyah (2024), which show that K3 improves performance through work discipline and satisfaction. Companies can amplify the impact of OSH with regular evaluations, training, and adoption of modern safety technologies.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction had a significant effect on Employee Performance ($\beta = 0.248$, $t = 2.424$, $p < 0.05$). Satisfied employees tend to be more productive, with 58% of respondents agreeing and 22% strongly agreeing that appreciation for their contributions supports job satisfaction.

This finding is consistent with Tanjung (2020) and Diningsih (2021), which stated that job satisfaction significantly improves performance and productivity. PT Angkasa Pura Aviasi can increase job satisfaction through fair rewards, career development, and effective communication.

The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction

The organizational culture at PT Angkasa Pura Aviasi does not have a significant influence on Employee Performance through Job Satisfaction ($\beta = 0.051$, $t = 1.275$, $p = 0.203$). This may be due to a lack of internalization of cultural values, with many respondents giving a neutral response to organizational culture indicators.

This finding is different from Nur Ismi (2019), which shows that organizational culture is significant to performance through job satisfaction. Companies need to strengthen vision communication, cultural value internalization training, and recognition programs to enhance the role of organizational culture as a mediator.

The Effect of Leadership Style on Employee Performance Mediated by Job Satisfaction

Job satisfaction significantly mediated the relationship between Leadership Style and Employee Performance ($\beta = 0.109$, $t = 2.305$, $p < 0.05$). An effective leadership style has an impact on performance through increased job satisfaction.

The survey showed that the majority of respondents responded positively to the support of leaders, creating a conducive work environment. This finding supports Rizki Wulanita Batubara (2021) and Indria Primiatty Diningsih (2021), which show that leadership increases productivity through discipline and satisfaction. Companies can



strengthen leadership training for empowerment and communication skills to optimize results.

The Effect of Occupational Safety and Health (K3) on Employee Performance Mediated by Job Satisfaction

The results of the study showed that K3 did not have a significant effect on Employee Performance through Job Satisfaction ($\beta = 0.084$, $t = 1.660$, $p = 0.098$). This indicates that the K3 program is not strong enough in increasing job satisfaction.

This insignificance may be caused by the uneven implementation of the K3 program. Surveys show that although OSH programs are valued, safety training still needs to be improved. This finding is different from Dimas Okwiansyah (2024), which shows that K3 is significant to performance through job satisfaction. Companies can strengthen the implementation of OSH with relevant training and better communication about occupational safety.

CONCLUSION

1. Organizational culture did not have a significant effect on job satisfaction ($\beta = 0.205$, $t = 1.683$, $p = 0.093$) or employee performance ($\beta = 0.065$, $t = 0.569$, $p = 0.570$).
2. Leadership style had a significant positive effect on job satisfaction ($\beta = 0.439$, $t = 4.266$, $p = 0.000$) and employee performance ($\beta = 0.558$, $t = 5.522$, $p = 0.000$).
3. K3 had a significant positive effect on job satisfaction ($\beta = 0.340$, $t = 2.947$, $p = 0.003$) and employee performance ($\beta = 0.366$, $t = 3.651$, $p = 0.000$).
4. Job satisfaction had a significant positive effect on employee performance ($\beta = 0.248$, $t = 2.424$, $p = 0.016$).
5. Organizational culture did not have a significant effect on performance through job satisfaction ($\beta = 0.051$, $t = 1.275$, $p = 0.203$).
6. Leadership style has a significant effect on performance through job satisfaction ($\beta = 0.109$, $t = 2.305$, $p = 0.022$).
7. K3 had no significant effect on performance through job satisfaction ($\beta = 0.084$, $t = 1.660$, $p = 0.098$).

SUGGESTION

1. Occupational Safety and Health (X1): The lowest score on the X1.4 statement, with 49% (Agree) and 19% (Strongly Agree), due to a lack of work tool inspections and safety training. Tip: Improve regular inspections, safety training, and allocate a budget for tool maintenance.



2. Organizational Culture (X2): The lowest score on the X2.3 statement, with 44% (Agree) and 24% (Strongly Agree), due to supervisory oversight that focuses on control without support. Tip: Train the boss to provide balanced supervision with support and constructive feedback.
3. Leadership (X3): The lowest score on the X3.5 statement, with 36% (Agree) and 25% (Strongly Agree), due to a lack of understanding of the organizational structure. Tip: Review the organizational structure, clearly define roles, and communicate effectively.
4. Employee Performance (Y): The lowest score on the Y4 statement, with 38% (Agree) and 31% (Strongly Agree), due to time management difficulties and low motivation. Advice: Provide time management training, productivity rewards, and adjust workloads.
5. Job Satisfaction (Z): The lowest score on the Z5 statement, with 39% (Agree) and 29% (Strongly Agree), due to the perception of unfair rewards. Tip: Evaluate compensation systems, increase transparency, and involve employees in satisfaction surveys.

REFERENCE

Books:

- Amir, T. (2019). Organizational Behavior. Jakarta: Prenadamedia Group.
- Anwar, Y., et al. (2016). Human Resource Management: Strategies and Changes in the Context of Improving Employee and Organizational Performance. Bandung: Alfabeta.
- Aji Pangestu. (2016). Occupational Safety and Health (K3). Jakarta: Indonesian Occupational Health Publisher.
- Bukit, B., Malusa, T., & Rahmat, A. (2017). Human Resource Development: Theory, Measurement Dimensions. Bandung: Alfabeta.
- Ghozali, I., & Latan, H. (2015). Partial Least Squares Concept, Techniques and Applications Using Smart PLS 3.0. Semarang: Undip.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2016). Organizations: Behavior, Structure, Processes. New York: McGraw-Hill.
- Hasibuan, M. S. (2014). Human Resource Management. Jakarta: Bumi Aksara.
- Hutapea, B., & Thoha, M. (2014). HR Performance Evaluation (7th Edition). Bandung: Refika Aditama.
- Kreitner, R., & Kinicki, A. (2014). Organizational Behavior. Jakarta: Salemba Four.
- Cashmere. (2016). Human Resource Management (Theory and Practice). Jakarta: PT RajaGrafindo Persada.



- Luthans, F. (2011). *Organizational Behavior*. New York: McGraw-Hill.
- Mangkunegara, A. P. (2017). *Corporate Human Resource Management*. Bandung: PT Remaja Rosdakarya.
- Neal, A., & Griffin, M. A. (2016). *Safety at Work: How Safety Climate Impacts Performance*. New York: Elsevier.
- Prasadja, M. (2018). *Organizational Performance Management*. Jakarta: Salemba Four.
- Rahayu, S., et al. (2024). *Introduction to Management Science*. Agam, West Sumatra: Scientific Education Tri Foundation.
- Robbins, S. P., & Coulter, M. (2016). *Management*. New Jersey: Pearson Prentice Hall.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. New York: Pearson Education.
- Schermerhorn, J. R. (2017). *Management*. New Jersey: John Wiley & Sons.
- Siagian, S. P. (2014). *Leadership Theory and Practice*. Jakarta: Ghalia Indonesia Publishers.
- Suparyadi. (2015). *Performance Management: Concepts, Theories, and Applications*. Yogyakarta: Andi Publishers.
- Sutrisno, E. (2016). *Human Resource Management*. Jakarta: Kencana.
- Sutrisno, E. (2019). *Organizational Behavior Management*. Jakarta: Kencana.
- Umar, H. (2015). *Research Methodology for Business Thesis and Thesis*. Jakarta: PT RajaGrafindo Persada.
- Wibowo. (2016). *Performance Management*. Jakarta: PT RajaGrafindo Persada.

Journal/Thesis:

- Alfahmi, M. (2016). The influence of leadership style and welfare on employee morale at PT. Sinar Galuh Pratama. *Journal of Management and Business*, 10(2), 45-60.
- Ainanur, A., & Tirtayasa, S. (2018). The Influence of Organizational Culture, Competence and Motivation on Employee Performance. *Manegeo: Scientific Journal of Masters in Management*, 1(1), 1-14.
- Andayani, I., & Tirtayasa, S. (2019). The Influence of Leadership, Organizational Culture, and Motivation on Employee Performance. *Manegeo: Scientific Journal of Masters in Management*, 2(1), 45-54.
- Batubara, R. W. (2021). The Influence of Occupational Safety and Health (K3) and Leadership Style on Employee Work Productivity Mediated by Discipline in the Operational Section of PTPN IV Balimbingan. University of Muhammadiyah North Sumatra.
- Chandra, Rini, et al. (2017). The Effect of Workload and Work Stress on Employee Performance at PT. Mega Auto Central Finance Branch in LANGSA. *Parametere*, 6.



- Diningsih, Indria Primiatty. (2021). The Effect of Occupational Safety and Health Programs, Workload on Employee Performance Mediated by Work Stress in Service User Partners of the Medan Occupational Safety and Health Center. University of Muhammadiyah North Sumatra.
- Fauzi, Ahmad. (2018). The Influence of Leadership Style, Work Stress and Incentives on Employee Performance at PT. BANK RAKYAT INDONESIA Rantau Prapat Branch. University of Muhammadiyah North Sumatra.
- Franiska, Yuliana. (2020). The Effect of Communication, Workload and Work Motivation on Employee Performance at the Population and Civil Registration Office of Labuhan Batu Utara. University of Muhammadiyah North Sumatra.
- Ghozali, I. (2014). Structural Equation Modeling. Alternative Method with Partial Least Square (PLS) (Ed. 4). Semarang: Diponegoro University Press.
- Hakkak, M., Gashti, M.A.H., & Nawaseri, K. (2014). The Relationship Between Perceived Organizational Support & Job Satisfaction with Organizational Commitment. *Entrepreneurship and Innovation Management Journal*, 2(3), 194-202.
- Jufrizen, J. (2017). The Effect of Work Ethics Moderation on the Influence of Transformational Leadership and Organizational Culture on Employee Performance. *Journal of Management & Business Economics*, 18(2), 145-158.
- Khair, Hazmanan. (2018). The Influence of Leadership Style and Work Environment on Work Discipline with Job Satisfaction as an Intervening Variable. *Maneggio: Scientific Journal of Masters in Management*, 1(1), 59–70.
- Kristiyanto, Edy. (2019). The Effect of Work Discipline and Occupational Safety and Health on Employee Performance at PT. Inkab Indonesia, South Tangerang. *Semar Journal*, 2(3), 31–45.
- Parashakti, Riyan Dhyana, & Setiawan, Dede Irfan. (2019). Leadership Style and Motivation on Employee Performance at BJB Tangerang Branch. *Journal of Economics and Business*, 10(1).
- Tanjung, M. S. (2020). The Influence of Organizational Culture, Organizational Support, and Job Satisfaction on Organizational Commitment in State High School Teachers in the North Sumatra Provincial Education Office, Sunggal Branch. University of Muhammadiyah North Sumatra.

