

## Analysis of the Influence of Leadership, Organizational Culture, Occupational Safety and Health on Employee Performance through Work Motivation as a Moderation Variable at PT Pelindo Regional I Dumai Branch

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### ABSTRACT

This study aims to analyze the influence of leadership, organizational culture, and occupational safety and health on employee performance through work motivation as a moderation variable at PT Pelindo Regional I Dumai Branch. The background of this research is based on the importance of the role of leadership and organizational culture in creating a conducive work environment and the implementation of a good occupational safety and health (K3) system to improve employee performance. This type of research is quantitative research with a survey approach. The population in this study is 35 employees of PT Pelindo Regional I Dumai Branch, with sampling techniques using the census method. Data collection was carried out through the distribution of questionnaires and data analysis using the SmartPLS version 4 tool. The results of the study show that leadership has a positive and significant effect on employee performance and is the most dominant factor in improving employee performance. Occupational safety and health also have a positive and significant effect on employee performance, as well as work motivation which has been proven to have a significant positive effect. However, organizational culture does not have a significant effect on employee performance, indicating that organizational cultural values have not been well internalized in work practices. In mediation testing, work motivation was shown to be able to mediate the influence of leadership on employee performance, but it was unable to mediate the influence of organizational culture and occupational safety and health on employee performance.

### Introduction

Human Resource Management (HRM) is no longer seen as a mere administrative function, but as a strategic partner that plays a crucial role in achieving company excellence. Progress will only be achieved if human resources are able to display

satisfactory performance, including higher productivity (Rizky, M. et al., 2022). Every good human resource is influenced by the quality of work possessed by the employee.

Employees are essentially one of the elements that become resources in the company. These human resources are the ones who carry out their daily activities (M. C. Rizky & Ardian, 2019). By having skilled human resources and able to compete with the human resources of competing companies, it can be one of the determinants of a company's progress (M. C. Rizky, 2022). Therefore, companies must have a related strategy to obtain or maintain the availability of human resources in the organization (Rizky, M., 2022). Employee performance is an important indicator in assessing the effectiveness of the organization. In accordance with the standards set based on the responsibilities given, the performance of employees will determine the quality of a person.

The lack of a structured work system is one of the causes of declining performance, resulting in delays in completing tasks (Albaqy & Hasibuan, 2025). The results of the work produced can be seen in real terms with the work standards set by the company, which will determine the work performance of employees (Keke et al., 2025). According to (Sedarmayanti, 2017) that employee performance is the result of work achieved by a person/group of people in an organization in accordance with their respective authority and responsibility in order to achieve the goals of the organization concerned, legally, not unlawfully and in accordance with morals and ethics. Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him, based on skills, experience, seriousness, and time (Malayu Hasibuan, 2014) in (Risa et al., 2024). Performance is a work achievement, which is a comparison between real work results and set work standards.

The port industry is one of the vital sectors in Indonesia's economy as an archipelagic country with high international trade activities. PT Pelabuhan Indonesia (Pelindo) as a State-Owned Enterprise (BUMN) has a strategic role in supporting the smooth flow of goods and services throughout Indonesia. Dumai Port as one of the important ports in Riau Province has a strategic position in supporting export-import activities, especially palm oil and petroleum products. With a high volume of activities and increasing operational complexity, PT Pelindo Regional I Dumai Branch is required to provide excellent service supported by optimal employee performance.

One of the causes of declining employee performance is the leadership factor. The important role of a leader is indispensable in improving the performance of employees. Basically, every organization not only expects capable, capable and skilled employees, but most importantly optimal performance (Marthalia et al., 2023). According to (Kartono, 2017), leadership is the ability to influence other people, subordinates, or groups, to direct their behavior to achieve organizational or group goals. According to (Iwah et al., 2023), leadership is the ability to encourage, influence and guide others to be willing to cooperate with enthusiasm and full commitment to achieve the organizational goals that have been decided. As said (Maduningtias et al., 2022) leadership in general is the process of being

able to direct and influence others to cooperate with others, to be willing to provide new ideas or ideas to the organization to achieve common goals. Leadership according to (Selvi et al., 2024) is a way of inviting employees to act right, achieve commitments and motivate them to achieve common goals. Leadership includes the ability to guide, exert influence, and supervise subordinates in a way that motivates them to be willing to act, behave, and work in a manner conducive to achieving organizational goals. This is in accordance with the statement from (Potu, 2013) in (Putri, 2018) which states that leadership is one of the factors that has an important role for all activities that provide direction and influence employees to be directed in achieving the company's goals. Leaders who are able to inspire, motivate, and provide clear direction will be able to move employees to make their best contributions. Conversely, ineffective leadership can be an obstacle in the achievement of organizational performance.

In the span of the last twenty years, the topic of work culture has attracted the attention of many people, especially those who study work behavior issues. Work culture is starting to be seen as something that has an important role in achieving the final goals of a company (Wakhyuni & Dalimunthe, 2020). Organizational culture factors also have a big influence on performance. Organizational culture according to (Edison et al., 2018) is a set of shared values, principles, traditions, and ways of doing things that affect the way members act. A culture that is open to innovation, learning-oriented, and encourages collaboration between teams will help facilitate rapid adaptation and responsive decision-making in the midst of an ever-changing work environment (Sutrisno, 2020). According to Molenaar (2002), culture has full power, influencing individuals and their performance even in the work environment. A strong and positive culture can create a healthy work environment, build team spirit, and increase employee motivation (Rahman et al., 2023). The existence of a good organizational culture will affect the work culture of employees, so that it will make it easier to achieve good work effectiveness. Conversely, employees who have a bad work culture will certainly find it difficult to achieve good and satisfactory results (Pandelaki, 2018) in (Marthalia et al., 2023). An organizational culture that is weak or not aligned with the company's vision can hinder performance and create resistance to the changes needed to improve the company's operational efficiency.

Occupational safety and health (K3) is a crucial element in the port sector. According to (Sedarmayanti, 2020) Occupational Safety and Health is the supervision of humans, machines, materials, and methods that include the work environment so that workers do not get injured. Occupational safety and health according to (Nissa & Amalia, 2017) is a protection made by companies to protect their employees from work accidents and health conditions both physically and mentally. According to (Widodo, 2023) Occupational safety and health are all conditions related to the occupational safety and health of workers in a company or organization. This occupational safety issue not only impacts individuals, but also leads to disruption of workflows and hinders productivity. An unsafe work environment will affect the psyche, lower morale, and even encourage turnover. Work

accidents not only have an impact on individual victims, but also on company productivity and trust of service users. Dumai Port is a very complex, incident-prone work environment, and demands a very strong and proactive K3 system.

Dissatisfaction with their work can also be caused by work motivation (M. . C. Rizky & Husna, 2023). According to (Afandi, 2018), motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to do activities with sincerity, joy, and earnestness so that the results of the activities he does get good and quality results. Motivation is a state of mind and mental attitude of humans that provides energy, encourages activities or movements and leads or channels behavior towards achieving needs that provide satisfaction or reduce imbalances (Rizky, 2018). Motivation questions how to direct subordinates' power and potential to be willing to work together productively to achieve and realize predetermined goals (M. . C. Rizky & Husna, 2023). Motivation according to (Farisi et al., 2020) is the willingness to expend the highest level of effort for the company's goals, which is conditioned by the ability to meet some individual needs. Motivation according to (Sidik & Sumardin, 2023) is an internal drive that influences human behavior to do certain activities to achieve what is needed or desired. A highly motivated person will be able to optimize their roles and responsibilities, even in stressful work situations. At a certain point, if an employee has high motivation, then they will feel happier and willing to work harder for the organization, if happiness has been obtained, then their performance will also increase (Saputra & Adnyani, 2019). Without strong motivation, potential and ability cannot be optimally optimized. Thus, work motivation means a condition that encourages or causes a person to do an act/activity, which takes place consciously.

Therefore, the success of an organization is not solely determined by equipment and systems, but also by leadership qualities, the strength of work culture, and the motivation of employees to continue to develop and contribute optimally. Based on the explanation above, the main purpose of this study is to analyze the "Analysis of the Influence of Leadership, Organizational Culture, Occupational Safety and Health on Employee Performance through Work Motivation as a Moderation Variable at PT Pelindo Regional I Dumai Branch".

## Method

This study uses a causal quantitative correlational approach, as it aims to test the degree of influence between more than one independent variable on one bound variable. This approach uses a survey method, where data is obtained through the distribution of questionnaires to respondents representing the research population. According to Sugiyono (2017), survey research can be conducted on small and large populations, but the data analyzed comes from samples taken from the population so that the relationship between independent variables and bound variables can be found relatively and distributively. This type of research is also associative, because it seeks to explain the relationship between

several variables in the research model, namely leadership, organizational culture, occupational safety and health, work motivation, and employee performance.

The population in this study is all employees of PT Pelindo Regional I Dumai Branch which is 35 people. Based on the relatively small population, the sampling technique used is saturated sampling, where all members of the population are used as research samples. According to Ghazali (2016), the saturated sampling technique is used when the population is less than 100 people, so that all members of the population are made respondents so that the results of the research are more representative. Thus, the number of samples in this study is 35 employees of PT Pelindo Regional I Dumai Branch.

The data analysis technique used is Partial Least Square (PLS) with the help of SmartPLS software version 4. This analysis was carried out through two main stages, namely testing the measurement model (Outer Model) to assess the validity and reliability of indicators, and testing the structural model (Inner Model) to test the relationship between latent variables, including the direct, indirect influence, and moderation effect of work motivation. In addition, the test also included multicollinearity analysis (VIF), determination coefficient ( $R^2$ ), measure effect ( $f^2$ ), and path coefficient significance using the bootstrapping method to obtain T-statistics and P-values.

## Results and Discussion

### Research Results

#### Description of Research Object

PT Pelindo Regional I Dumai Branch is one of the branches of PT Pelabuhan Indonesia (Persero) which operates under the auspices of PT Pelindo Multi Terminal subholding. This company plays a strategic role in supporting logistics and trade activities in the Sumatra region, especially in the port service sector. As one of the main ports on the east coast of Sumatra, Dumai Port has a very important position because it is an export-import gateway for agricultural products and industries, such as palm oil (CPO), rubber, and various other commodities. Operationally, PT Pelindo Regional I Dumai Branch is responsible for the provision and management of port services which include loading and unloading services, ship services, stacking, and other logistics facilities. In carrying out its operational activities, the company implements an integrated management system that is oriented towards efficiency, work safety, and customer satisfaction. In addition to its economic function, PT Pelindo Regional I Dumai Branch also has a social role in creating jobs and encouraging regional economic growth. With the support of competent human resources and continuously developed port facilities, the company is committed to being the main driver in strengthening national maritime connectivity, in line with the government's vision to realize Indonesia as the world's maritime axis.

#### Description of Respondent Characteristics

This study involved respondents who were employees of PT Pelindo Regional I Dumai Branch. Respondents' characteristics were described based on gender, age, last level of

education, and length of service. The results of the recapitulation of respondent characteristics are presented in the following table.

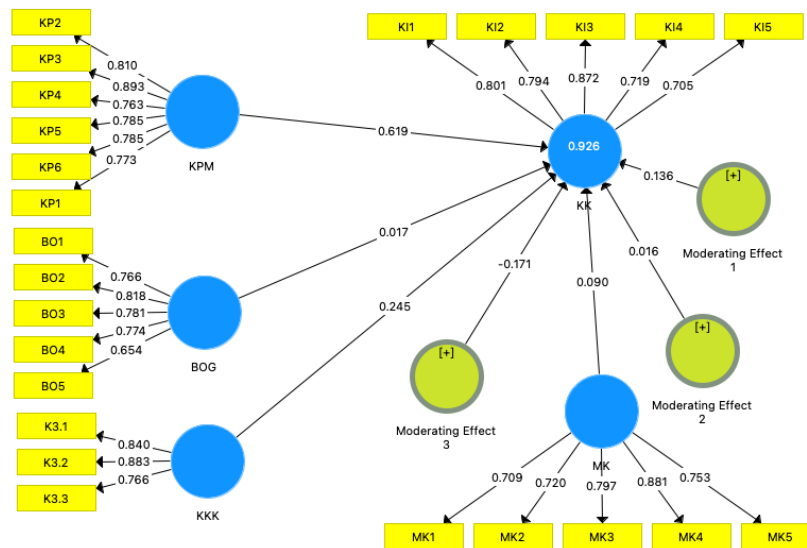
**Table 1. Respondent Characteristics**

No	Characteristics	Category	Number (People)	Percentage (%)
1	Gender	Man	26	74,3
		Woman	9	25,7
	Sum		35	100
2	Age (Years)	< 30 Years	5	14,3
		30–39 Years	16	45,7
		≥ 40 Years	14	40
	Sum		35	100
3	Final Education	SMA/SMK	8	22,9
		Diploma	10	28,6
		S1	15	42,9
		S2	2	5,6
	Sum		35	100
4	Tenure	< 5 Years	4	11,4
		5–10 Years	12	34,3
		> 10 Years	19	54,3
	Sum		35	100

Source: Processed Author, 2025

### Testing Measurement Model (Outer Model)

Measurement Model Testing (Outer Model) is an evaluation stage in the Partial Least Square - Structural Equation Modeling (PLS-SEM) analysis method which is used to assess the validity and reliability of indicators (manifest variables) that measure constructs or latent variables. This model describes the relationship between the indicator and its latent variables.



**Figure 1. Outer Model**

Source: Data Processing Results, 2025

Based on Figure 1, it shows that in general, the outer loading value of each indicator has met the convergent validity criteria, which is above 0.7. However, there is one indicator, namely BO5 with an outer loading value below 0.7, so it must be eliminated so that the model meets the measurement feasibility requirements.

**a. Convergent Validity**

The goal is to ensure that the indicators in one construct are closely related to each other and measure the same concept. Commonly used criteria are: Outer Loading: An ideal loading factor value above 0.7, although values above 0.5 are still acceptable in some cases. Average Variance Extracted (AVE): The expected AVE value is greater than 0.5, which indicates that more than 50% of the indicator's variance is explained by its latent variable.

**Table 2. Outer Loading After Elimination**

	BOG	KK	KKK	KPM	MK	Moderating Effect 1	Moderating Effect 2	Moderating Effect 3
BO1	0,821							
BO2	0,838							
BO3	0,757							
BO4	0,803							
BOG *							1,446	
MK								
K3.1			0,839					
K3.2			0,883					
K3.3			0,766					
KI1		0,800						
KI2		0,795						
KI3		0,872						
KI4		0,718						
KI5		0,705						
KKK *								1,581
MK								
KP2				0,810				
KP3				0,893				
KP4				0,763				
KP5				0,785				
KP6				0,785				
KPM *						1,536		
MK								
MK1					0,710			
MK2					0,720			
MK3					0,797			
MK4					0,881			
MK5					0,753			
KP1				0,772				

Source: Data Processing Results, 2025

Based on Table 1, all indicators after the elimination process showed an outer loading value above 0.7 so that they were declared valid and suitable for use in the research model. This shows that each indicator has been able to represent its construct well.

**Tabel 3. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
<b>BOG</b>	<b>0,649</b>
<b>KK</b>	<b>0,609</b>
<b>KKK</b>	<b>0,691</b>
<b>KPM</b>	<b>0,644</b>
<b>MK</b>	<b>0,600</b>
<b>Moderating Effect 1</b>	<b>1,000</b>
<b>Moderating Effect 2</b>	<b>1,000</b>
<b>Moderating Effect 3</b>	<b>1,000</b>

Source: Data Processing Results, 2025

Based on Table 2, the entire construct has an Average Variance Extracted (AVE) value above 0.50 which indicates that each latent variable is able to explain more than 50% of the variance of the indicator. Thus, all constructs are declared to meet the criteria of convergent validity.

#### Discriminant Validity

The goal is to ensure that a construct is completely different and does not overlap with other constructs in the model. Commonly used evaluation methods include comparing the square root of the AVE value with the correlation between constructs (Fornell-Larcker criterion) or looking at the cross-loading value (cross-load).

**Table 4. Fornell-Larcker Criterion**

	BOG	KK	KKK	KPM	MK	Mode rating Effect 1	Mode rating Effect 2	Mode rating Effect 3
<b>BOG</b>	0,805							
<b>KK</b>	0,798	0,781						
<b>KKK</b>	0,738	0,862	0,831					
<b>KPM</b>	0,810	0,947	0,823	0,803				
<b>MK</b>	0,725	0,889	0,926	0,857	0,775			
<b>Moderating Effect 1</b>	0,089	-0,044	-0,102	0,019	-0,058	1,000		
<b>Moderating Effect 2</b>	0,110	0,030	-0,008	0,094	0,003	0,951	1,000	
<b>Moderating Effect 3</b>	-0,007	-0,154	-0,115	-0,099	-0,144	0,952	0,924	1,000

Source: Data Processing Results, 2025

Based on Table 2, the results of the Fornell-Larcker Criterion analysis show that the square root value of AVE (diagonal value) is greater than the correlation between the constructs below. This indicates that each construct has good discriminant validity and is able to distinguish itself from other constructs in the research model.

#### Reliability

The goal is to assess the internal consistency of the indicators that measure a construct. Commonly used criteria are: Composite Reliability (CR): The CR value is expected to be greater than 0.7, which indicates high reliability. Cronbach's Alpha: This value can also be

used as a measure of the lower limit of reliability, with a value of  $> 0.7$  generally considered good.

**Tabel 5. Composite Reliability**

	Cronbach's Alpha	rho_A	Composite Reliability
<b>BOG</b>	<b>0,821</b>	<b>0,843</b>	<b>0,881</b>
<b>KK</b>	<b>0,839</b>	<b>0,855</b>	<b>0,886</b>
<b>KKK</b>	<b>0,777</b>	<b>0,793</b>	<b>0,870</b>
<b>KPM</b>	<b>0,889</b>	<b>0,895</b>	<b>0,916</b>
<b>MK</b>	<b>0,832</b>	<b>0,843</b>	<b>0,882</b>
<b>Moderating Effect 1</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Moderating Effect 2</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Moderating Effect 3</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

Source: Data Processing Results, 2025

Based on Table 3, all constructs have a Composite Reliability value above 0.70 and Cronbach's Alpha also exceeds 0.70, so it is declared reliable. This means that each indicator in the construct shows good internal consistency in measuring the respective latent variables.

### **Structural Model Testing (Inner Model)**

Structural Model Testing (Inner Model) aims to measure the relationships between latent variables in the research model. This test was carried out to determine the magnitude of the direct, indirect, and moderation effects between constructs that have been declared valid and reliable.

#### **a. Multicollinearity Test**

The Multicollinearity test aims to ensure that there is no high correlation between independent variables in the model that can interfere with the accuracy of the estimates. The test was carried out by looking at the Variance Inflation Factor (VIF) value on SmartPLS; if the VIF value is  $\leq 5$ , then it is stated that there is no multicollinearity and the model is feasible to use.

**Tabel 6. Collinearity Statistics (VIF)**

	VIF
BO1	1,920
BO2	1,757
BO3	1,722
BO4	1,777
BOG * MK	1,000
K3.1	1,575
K3.2	2,075
K3.3	1,583
KI1	2,715
KI2	2,072
KI3	2,491
KI4	2,092
KI5	1,742
KKK * MK	1,000
KP2	2,545
KP3	3,851
KP4	2,060
KP5	3,139
KP6	3,212
KPM * MK	1,000
MK1	1,912
MK2	1,894
MK3	2,091
MK4	2,739
MK5	1,917
KP1	3,511

Source: Data Processing Results, 2025

Based on Table 4, the entire value of the Variance Inflation Factor (VIF) is below 5, so it can be concluded that there is no multicollinearity between indicators. This shows that each independent variable in the model has a reasonable degree of interconnectedness and does not influence each other excessively.

#### b. Coefficient of Determination ( $R^2$ )

The Determination Coefficient ( $R^2$ ) test aims to find out how much independent variables are able to explain the variation of dependent variables in the model. The test was carried out through the SmartPLS output on the R-Square section;  $R^2$  values close to 1 indicate strong predictive ability, while the interpretations are typical: 0.75 (strong), 0.50 (moderate), and 0.25 (weak).

**Table 7. Coefficient of Determination (R<sup>2</sup>)**

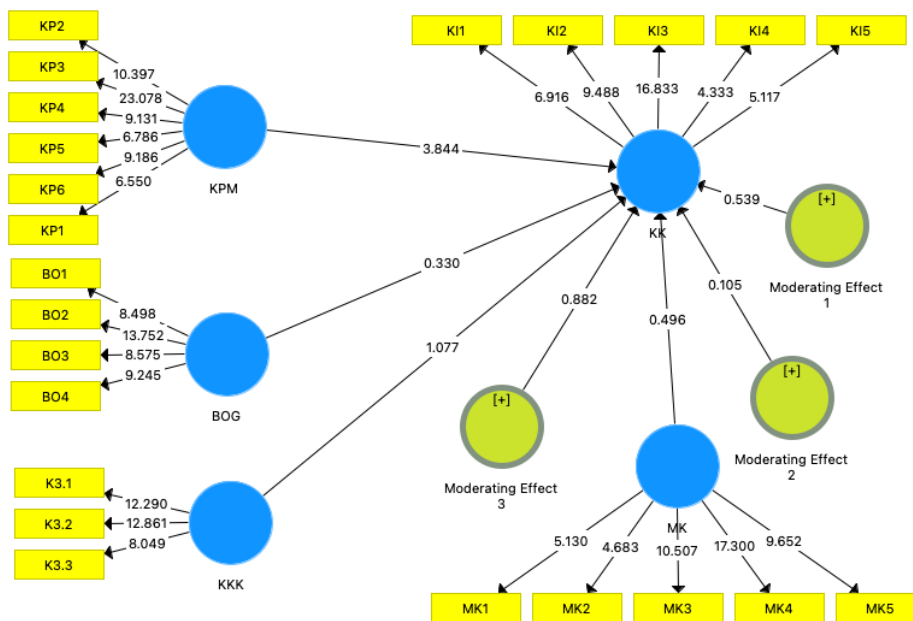
	R Square	R Square Adjusted
<b>KK</b>	0,627	0,608

Source: Data Processing Results, 2025

Based on Table 5, the Adjusted R Square value of 0.608 indicates that independent variables, namely leadership, organizational culture, and occupational safety and health, are able to explain the variation in changes in the dependent variable, namely employee performance by 60.8%. Meanwhile, the remaining 39.2% was explained by other factors outside the research model. This value is included in the moderate category, which means that the research model has a fairly good ability to explain employee performance at PT Pelindo Regional I Dumai Branch.

**c. Path Coefficient**

The Path Coefficient test is used to determine the direction and magnitude of influence between latent variables, both direct, indirect, and moderation influences. The test was carried out by running the Bootstrapping menu on SmartPLS, then looking at the T-Statistics and P-Values values; The result is considered significant if the T-Statistics  $\geq 1.96$  or P-Value  $\leq 0.05$ , which means that the independent variable has a significant effect on the dependent variable. The following is a model of the SEM diagram after bootstrapping:



**Figure 2. SEM Bootstrapping Process Results**

Source: Data Processing Results, 2025

**Tabel 8. Path Coefficient**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
KPM -> KK	0,604	3,844	<b>0,000</b>
BOG -> KK	0,047	0,330	<b>0,741</b>
KKK -> KK	0,323	1,977	<b>0,028</b>
MK -> KK	0,204	2,496	<b>0,020</b>
KPM -> MK -> KK	0,122	3,539	<b>0,046</b>
BOG -> MK -> KK	0,021	0,105	<b>0,916</b>
KKK -> MK -> KK	-0,164	0,882	<b>0,378</b>

Source: Data Processing Results, 2025

Based on the results of the path coefficient test in Table 6, it was found that:

#### H1: The Influence of Leadership on Employee Performance

The test results showed that leadership had a positive and significant effect on employee performance with a path coefficient of 0.604, a t-statistical value of 3.844, and a p-value of  $0.000 < 0.05$ . This indicates that the better the quality of leadership at PT Pelindo Regional I Dumai Branch, the higher the performance of employees produced, so this hypothesis is accepted.

#### H2: The Influence of Organizational Culture on Employee Performance

The test results showed that organizational culture had no significant effect on employee performance with a path coefficient of 0.047, a t-statistical value of 0.330, and a p-value of  $0.741 > 0.05$ . This finding indicates that the current organizational culture has not been able to make a meaningful contribution in improving the performance of employees of PT Pelindo Regional I Dumai Branch, so this hypothesis is rejected.

#### H3: The Influence of Occupational Safety and Health on Employee Performance

The test results showed that occupational safety and health had a positive and significant effect on employee performance with a path coefficient of 0.323, a t-statistical value of 1.977, and a p-value of  $0.028 < 0.05$ . This shows that the implementation of a good K3 program can improve employee performance at PT Pelindo Regional I Dumai Branch, so this hypothesis is accepted.

#### H4: The Effect of Work Motivation on Employee Performance

The test results showed that work motivation had a positive and significant effect on employee performance with a path coefficient of 0.204, a t-statistical value of 2.496, and a p-value of  $0.020 < 0.05$ . This finding confirms that a high level of work motivation will encourage an improvement in the performance of employees of PT Pelindo Regional I Dumai Branch, so this hypothesis is accepted.

#### H5: The Influence of Leadership on Employee Performance through Work Motivation

The test results showed that work motivation was able to mediate the influence of leadership on employee performance with a path coefficient of 0.122, a t-statistical value of 3.539, and a p-value of  $0.046 < 0.05$ . This indicates that good leadership can improve employee performance indirectly through increasing employee work motivation at PT Pelindo Regional I Dumai Branch, so this hypothesis is accepted.

#### H6: The Influence of Organizational Culture on Employee Performance through Work Motivation

The test results showed that work motivation was not able to mediate the influence of organizational culture on employee performance with a path coefficient of 0.021, a t-statistical value of 0.105, and a p-value of  $0.916 > 0.05$ . These findings indicate that organizational culture cannot improve employee performance through work motivation at PT Pelindo Regional I Dumai Branch, so this hypothesis is rejected.

#### H7: The Effect of Occupational Safety and Health on Employee Performance through Work Motivation

The test results showed that work motivation was not able to mediate the influence of occupational safety and health on employee performance with a path coefficient of -0.164, a t-statistical value of 0.882, and a p-value of  $0.378 > 0.05$ . This indicates that the influence of K3 on employee performance is not through the work motivation pathway at PT Pelindo Regional I Dumai Branch, so this hypothesis is rejected.

### **The Influence of Leadership on Employee Performance**

The results of the study showed that leadership had a positive and significant effect on employee performance with a path coefficient of 0.604, a t-statistical value of 3.844, and a p-value of  $0.000 < 0.05$ . These findings confirm that leadership is the most dominant factor in improving the performance of employees of PT Pelindo Regional I Dumai Branch. These results are in line with research by Robbins & Judge (2017) which states that effective leadership is able to direct, motivate, and empower employees to achieve organizational goals with optimal performance. Yukl (2013) also emphasized that leaders who are able to provide clear direction, support, and create a conducive work environment will increase employee productivity and work quality. In the context of PT Pelindo Regional I Dumai Branch, leaders who are able to communicate the company's vision, provide technical guidance, and build good interpersonal relationships with subordinates have been proven to significantly improve employee performance. This is reinforced by research by Bass & Riggio (2006) which showed that transformational leadership that inspires and motivates employees can improve performance by up to 60%, which is consistent with the path coefficient in this study.

### **The Influence of Organizational Culture on Employee Performance**

The results showed that organizational culture did not have a significant effect on employee performance with a path coefficient of 0.047, a t-statistical value of 0.330, and a

p-value of  $0.741 > 0.05$ . These findings indicate that the current organizational culture at PT Pelindo Regional I Dumai Branch has not been able to make a meaningful contribution in improving employee performance. These results contradict Schein's (2010) theory that a strong organizational culture is an important foundation for improving employee performance because it creates shared values, behavioral norms, and organizational identities that drive productivity. However, the findings of this study are in line with the results of Arifin's (2019) research which found that organizational culture does not have a significant effect on employee performance in state-owned companies due to the uneven implementation of organizational cultural values and the lack of internalization of these values in daily work behavior. Denison (2000) explained that organizational culture will only be effective in improving performance when organizational values have been properly internalized, understood, and practiced by all members of the organization. PT Pelindo Regional I Dumai Branch, there may be a gap between the organizational culture launched and the practice in the field, so that it has not been able to encourage significant improvement in employee performance.

### **The Influence of Occupational Safety and Health on Employee Performance**

The results of the study showed that occupational safety and health had a positive and significant effect on employee performance with a path coefficient of 0.323, a t-statistical value of 1.977, and a p-value of  $0.028 < 0.05$ . These findings confirm that the implementation of a good K3 program can improve employee performance at PT Pelindo Regional I Dumai Branch. The results of this study are in line with the theory of Health & Safety Executive (2013) which states that the implementation of an effective K3 management system can reduce work accidents, improve employee welfare, and ultimately increase work productivity. Mangkunegara (2013) also explained that a safe and healthy work environment makes employees feel comfortable, protected, and can fully concentrate on their work so that performance increases. In the context of the port industry such as PT Pelindo, which has a high risk of work accidents, the implementation of strict K3 standards is very crucial. Ramli's (2010) research on the industrial sector in Indonesia shows that companies that implement the K3 system consistently experience an increase in employee performance by 25-35% due to a reduction in the number of work accidents, absenteeism, and increased employee confidence in carrying out their duties. This shows that investment in the K3 program at PT Pelindo Regional I Dumai Branch provides significant returns in the form of improving employee performance.

### **The Influence of Work Motivation on Employee Performance**

The results showed that work motivation had a positive and significant effect on employee performance with a path coefficient of 0.204, a t-statistical value of 2.496, and a p-value of  $0.020 < 0.05$ . These findings confirm that a high level of work motivation will encourage improved performance of employees of PT Pelindo Regional I Dumai Branch. These results are very consistent with Maslow's (1943) theory of hierarchy of needs and Herzberg's two-factor theory (1959) which explains that motivated employees will show higher effort, perseverance, and commitment in getting their work done. Robbins & Judge (2017) affirm that motivation is a process that explains an individual's intensity, direction,

and perseverance to achieve goals, which directly impacts the level of performance produced. In the context of PT Pelindo Regional I Dumai Branch, employees who have intrinsic motivation (satisfaction from the job itself) and extrinsic motivation (compensation, rewards, promotions) will show better performance. Hasibuan's (2016) research on state-owned companies in Indonesia found that work motivation contributes significantly to employee performance with an influence of 20-30%, which is in line with the findings of this study. McClelland (1987) also added that employees with high achievement motivation will strive to achieve a standard of excellence and show superior performance compared to their colleagues.

### **The Influence of Leadership on Employee Performance through Work Motivation**

The results showed that work motivation was able to mediate the influence of leadership on employee performance with a path coefficient of 0.122, a t-statistical value of 3.539, and a p-value of  $0.046 < 0.05$ . These findings indicate that good leadership can improve employee performance indirectly through increasing employee work motivation at PT Pelindo Regional I Dumai Branch. The results of this study support the transformational leadership theory of Bass & Avolio (1994) which explains that transformational leaders are able to improve the performance of their followers through increased intrinsic and extrinsic motivation. Yukl (2013) also stated that one of the main functions of leadership is to motivate employees to work harder and achieve organizational goals. In the context of this study, leaders at PT Pelindo Regional I Dumai Branch who are able to inspire, provide individual attention, and create a supportive work environment will increase employees' work motivation, which in turn improves their performance. Thoha's (2015) research on public sector organizations in Indonesia found that leadership affects performance through work motivation with an indirect influence of 15-20%, which is consistent with the results of this study. The Path Goal Theory developed by House (1996) also explains that the effectiveness of a leader in improving employee performance is highly dependent on his ability to motivate subordinates through clarifying the path to achieving goals, removing obstacles, and providing the necessary support.

### **The Influence of Organizational Culture on Employee Performance through Work Motivation**

The results of the study showed that work motivation was not able to mediate the influence of organizational culture on employee performance with a path coefficient of 0.021, a t-statistical value of 0.105, and a p-value of  $0.916 > 0.05$ . These findings indicate that organizational culture cannot improve employee performance through work motivation at PT Pelindo Regional I Dumai Branch. This result is quite surprising because it contradicts the theory of Kotter & Heskett (1992) which states that a strong organizational culture will shape values and norms that motivate employees to work better and improve organizational performance. However, this finding can be explained through research by Wirawan (2009) who found that organizational culture will only be effective in influencing motivation and performance when it has been properly internalized in employees' daily behavior. In the context of PT Pelindo Regional I Dumai Branch, there is a possibility that there is a gap between the declared organizational cultural values and actual practices in

the field, so that it is not able to arouse employee work motivation. Deal & Kennedy (2000) explained that organizational culture takes a long time to form and internalize, and when its implementation is inconsistent or only limited to slogans, it will not be able to affect employee motivation and performance. Suharto's (2018) research on SOEs in Indonesia also found similar results, where organizational culture does not affect performance through work motivation because organizational cultural values have not become an integral part of the work system and have not been practiced consistently by all levels of the organization.

### **The Influence of Occupational Safety and Health on Employee Performance through Work Motivation**

The results showed that work motivation was not able to mediate the influence of occupational safety and health on employee performance with a path coefficient of -0.164, a t-statistical value of 0.882, and a p-value of  $0.378 > 0.05$ . These findings indicate that the influence of K3 on employee performance is not through the work motivation pathway at PT Pelindo Regional I Dumai Branch. This result is interesting to study further because it shows that K3 affects performance directly without having to go through an increase in work motivation first. According to Herzberg's Hygiene-Motivation theory (1959), K3 is included in the category of hygiene factors that function to prevent dissatisfaction and create basic conditions that allow employees to work well, but do not directly increase work motivation. Mangkunegara (2013) explained that K3 has a direct effect on performance through the creation of a safe, comfortable, and conducive work environment, which allows employees to fully concentrate on their tasks without having to worry about the risk of accidents. Suma'mur's (2014) research on high-risk industries in Indonesia found that K3 programs have a direct effect on employee productivity and performance through the reduction of work accidents, occupational diseases, and health problems, not through increased motivation. In the context of PT Pelindo Regional I Dumai Branch, which is a port industry with a high risk of accidents, the implementation of K3 serves as a basic prerequisite for safe operations, and its impact on performance is direct through reducing downtime, attendance, and improving work efficiency, not through increasing work motivation first.

### **Conclusion**

Based on the results of the research and discussion above, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on the performance of employees of PT Pelindo Regional I Dumai Branch with the most dominant contribution (coefficient of 0.604), showing that leadership quality is a key factor in improving employee performance.
2. Organizational culture has no significant effect on employee performance (p-value 0.741), indicating that organizational culture values have not been properly internalized in employees' daily work practices.
3. Occupational safety and health have a positive and significant effect on employee

- performance (coefficient of 0.323), proving that the effective implementation of the K3 program is able to increase employee productivity and performance in a high-risk port work environment.
4. Work motivation has a positive and significant effect on employee performance (coefficient of 0.204), confirming that employees who have high motivation will show better performance in carrying out their duties.
  5. Work motivation was able to mediate the influence of leadership on employee performance (coefficient of 0.122), suggesting that effective leadership can improve performance through increasing employee work motivation.
  6. Work motivation is not able to mediate the influence of organizational culture on employee performance (p-value 0.916), indicating that the existing organizational culture has not been able to generate employee work motivation to improve their performance.
  7. Work motivation was unable to mediate the influence of occupational safety and health on employee performance (p-value 0.378), indicating that K3 had a direct effect on performance without having to go through an increase in work motivation first.

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