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THE EFFECT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION AND SAFETY CULTURE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT PLN UP3 LUBUK PAKAM

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ABSTRACT

This study was designed to investigate how the implementation of Good Corporate Governance (GCG) and a safety culture impacts employee performance, with job satisfaction as an intermediary factor, at PT PLN UP3 Lubuk Pakam. A quantitative survey methodology was employed, involving a total of 101 employees, with census sampling. The data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results indicate that both the implementation of Good Corporate Governance (GCG) and a safety culture positively and significantly influence employee job satisfaction. Furthermore, both elements also have a positive and significant influence on employee performance. Job satisfaction significantly improves performance and serves as an effective mediator between Good Corporate Governance (GCG), safety culture, and employee performance. Thus, job satisfaction is crucial as an intermediary factor in improving employee performance. These results are expected to provide valuable advice to management in improving employee performance by strengthening corporate governance and promoting a safety culture.

Introduction

Recent advances in industry and public services require both private and state-owned companies to adopt effective governance practices while promoting safe and efficient workplaces. Amidst globalization, technological advancements, and rising public expectations for service quality, organizations must meet financial goals while considering governance, employee safety, and well-being as critical elements for continuous performance improvement. PT PLN (Persero), Indonesia's largest electricity provider, has a strategic obligation to provide reliable, efficient, and safe electricity services to the public. In fulfilling this role, PLN faces various challenges, including increasing energy

demand, significant operational risks, and demands for transparency and integrity within the organization. Therefore, implementing Good Corporate Governance (GCG) and cultivating a strong work safety culture are crucial to improving employee performance across all operational divisions, including at PT PLN UP3 Lubuk Pakam.

Good Corporate Governance (GCG) is a management framework that balances the interests of management, shareholders, and other stakeholders. Core principles of GCG include transparency, accountability, responsibility, independence, and fairness. The implementation of these principles is considered to improve organizational efficiency, build public trust, and promote a professional and ethical workplace culture. At PT PLN, the implementation of GCG (Good Conduct and Governance) goes beyond mere regulatory obligations; it also reflects a dedication to offering high-quality services characterized by integrity. When implemented effectively, GCG can strengthen the internal control framework, prevent abuse of authority, and create a healthy and conducive work environment to improve employee performance. In addition to GCG, cultivating a safety culture is also crucial, especially in the high-risk energy and electricity sectors. A safety culture involves shared values, attitudes, and behaviors consistently demonstrated by all staff to maintain personal safety and a safe work environment. Cultivating a strong safety culture increases employee awareness of the importance of safety in all operational tasks. This aligns with PT PLN's goal of achieving "Zero Accidents" in its Occupational Health and Safety (K3) program. An established safety culture is expected to reduce the frequency of accidents, create a safe and pleasant working environment, and increase overall employee productivity and performance.

However, effective implementation of GCG and a safety culture will not reach its full potential without employee job satisfaction. Job satisfaction indicates positive feelings employees have about their roles, working conditions, reward mechanisms, and interactions with coworkers or superiors. Satisfied employees generally demonstrate higher motivation and loyalty to the organization. In this scenario, job satisfaction serves as a mediating factor that strengthens the relationship between GCG, safety culture, and improved employee performance. Workers engaged in systems characterized by transparency, fairness, and safety tend to be more motivated to perform well if they feel valued and fulfilled in their roles.

Employee performance is a critical measure of an organization's success. As noted by Mangkunegara (2017), performance refers to the work output, both in quality and quantity, produced by individuals while fulfilling their duties. At PT PLN UP3 Lubuk Pakam, strong performance is evident through efficient customer support, reliable electricity supply, and the ability to resolve network issues quickly and safely. Therefore, improving employee performance through the implementation of effective Good Corporate Governance (GCG), fostering a culture of workplace safety, and enhancing job satisfaction are important strategies for enhancing organizational competitiveness.

In practice, PT PLN UP3 Lubuk Pakam faces challenges such as inconsistent GCG implementation, the need for greater awareness of occupational safety, and fluctuations in job satisfaction due to differences in workload and reward systems. These challenges can negatively impact morale, operational efficiency, and the achievement of sustainable performance goals.

Given this situation, the purpose of this study is to examine the impact of Good Corporate Governance and safety culture on employee performance, with job satisfaction

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as a mediating factor at PT PLN UP3 Lubuk Pakam. This study is expected to provide comprehensive insights into how corporate governance, occupational safety, and employee satisfaction interact to improve organizational performance. The findings are also expected to generate valuable recommendations for PT PLN management in developing strategies to strengthen GCG implementation, foster a strong occupational safety culture, and improve employee performance. Employee well-being and satisfaction are the keys to achieving outstanding performance and providing the best service to the community.

Problem Formulation

1. Does the implementation of Good Corporate Governance have a positive and significant effect on Employee Performance at PT PLN UP3 Lubuk Pakam?
2. Does work safety culture have a positive and significant effect on Employee Performance at PT PLN UP3 Lubuk Pakam?
3. Does the implementation of Good Corporate Governance have a positive and significant effect on employee Job Satisfaction at PT PLN UP3 Lubuk Pakam?
4. Does work safety culture have a positive and significant effect on employee Job Satisfaction at PT PLN UP3 Lubuk Pakam?
5. Does Job Satisfaction have a positive and significant effect on Employee Performance at PT PLN UP3 Lubuk Pakam?
6. Does the implementation of Good Corporate Governance have a positive and significant effect on Employee Performance through Job Satisfaction at PT PLN UP3 Lubuk Pakam?
7. Does work safety culture have a positive and significant effect on Employee Performance through Job Satisfaction at PT PLN UP3 Lubuk Pakam?

Research Objectives

1. To test and analyze the effect of the implementation of Good Corporate Governance on Employee Performance at PT PLN UP3 Lubuk Pakam.
2. To test and analyze the effect of work safety culture on Employee Performance at PT PLN UP3 Lubuk Pakam.
3. To test and analyze the effect of the implementation of Good Corporate Governance on Job Satisfaction at PT PLN UP3 Lubuk Pakam.
4. To test and analyze the effect of work safety culture on employee Job Satisfaction at PT PLN UP3 Lubuk Pakam.
5. To test and analyze the effect of Job Satisfaction on Employee Performance at PT PLN UP3 Lubuk Pakam.
6. To test and analyze the effect of the implementation of Good Corporate Governance on Employee Performance through Job Satisfaction at PT PLN UP3 Lubuk Pakam.
7. To test and analyze the effect of work safety culture on Employee Performance through Job Satisfaction at PT PLN UP3 Lubuk Pakam.

Benefits of research

The findings of this research are expected to provide benefits both theoretically and practically, as follows:

1. Theoretical Profit

a. Contribute to increasing knowledge in human resource and organizational management, particularly regarding the implementation of Good Corporate Governance (GCG), occupational safety culture, job satisfaction, and employee performance.
b. Adding academic resources and enriching the literature on the role of job satisfaction as a mediating factor in the relationship between the implementation of good corporate governance and safety culture in improving employee performance.
c. To serve as a guide for future researchers who aim to conduct similar studies in different fields or topics, with broader variables or analytical techniques.

2. Practical Benefits

a. The management of PT PLN UP3 Lubuk Pakam is expected to gain valuable insights and suggestions from this research to improve the implementation of Good Corporate Governance principles and strengthen the work safety culture within the organization.
b. This will be the basis for assessing the company in creating strategies to increase employee job satisfaction, including through a fair and transparent reward system, along with aspects such as the work environment and career advancement.
c. This study aims to provide management with a clear understanding of how good corporate governance, workplace safety, and job satisfaction collectively influence employee performance improvement over time.
d. This study aims to increase employee awareness of the importance of fostering a culture of safety and effective governance, which will contribute to the development of a safe, pleasant and productive work environment that encourages job satisfaction.

Literature Review

Employee Performance

According to Kasmir (2016) performance is the work results and work behavior that contribute to the achievement of organizational goals within a certain timeframe. According to Mangkunegara (2017) performance is the results of work in terms of quality and quantity achieved by a person in carrying out tasks according to their responsibilities within a specific period.

Employee Performance Indicators

According to Mangkunegara (2017) performance indicators include:

a. Quality of output.
b. Productivity/volume.
c. Timeliness.
d. Efficiency (resource utilization).
e. Compliance.
f. Initiative and innovation (problem solving / improvement). Empirical sources often use a combination of quantitative indicators and behavioral assessments to measure performance.

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Factors Affecting Employee Performance

a. Safety culture / K3: A safe work environment reduces disruptions and injuries, thereby increasing productivity.
b. Job satisfaction & motivation: Satisfaction and motivation are strong determinants of work behavior, initiative, and endurance in facing workloads.
c. Competence & training: Employee skills and competencies (including K3 training) positively correlate with the quality of work results.
d. Work environment & resources: Facilities, work tools, and technological support influence task execution efficiency.
e. Leadership & supervision: Supportive leadership styles impact subordinates' motivation and performance.

Good Corporate Governance (GCG)

According to Tadjudin, Anwar & Hadijah (2016) the implementation of GCG includes five main principles: transparency, accountability, responsibility, independency, and fairness, which together encourage managerial effectiveness and increased public trust. According to Effendi (2016) Good Corporate Governance is a system designed to direct and control companies so that company goals can be achieved and a balance is created between the interests of shareholders and other stakeholders.

GCG Indicators

According to Effendi (2016) GCG indicators are as follows:

a. Transparency (availability of relevant and accessible information).
b. Accountability (clear division of tasks and responsibilities).
c. Responsibility (compliance with regulations and ethics).
d. Independency (oversight mechanisms free from conflicts of interest).
e. Fairness (fair treatment of all stakeholders). (These indicators are commonly used as operational variables in GCG studies.)

Safety Culture

According to Grote (2018) and subsequent review studies emphasize that safety culture encompasses management decisions, safety leadership, risk communication, incident reporting, and organizational learning from hazardous events. According to Prasetyo & Budiarti (2016) safety culture is the values, attitudes, perceptions, competencies, and behavior patterns of individuals and groups that determine the organization's commitment to work safety and health (K3).

Safety Culture Indicators

According to Prasetyo & Budiarti (2016) Safety Culture indicators are:

a. Management commitment.
b. Safety leadership.
c. Employee involvement.
d. Reporting & learning.
e. Safety compliance.

f. Safety training, (These indicators are often used in research on safety culture and its relationship with performance/incidents).

Job Satisfaction

According to Sutrisno (2019) job satisfaction is the pleasant or unpleasant feeling towards work that arises from an assessment of working conditions, rewards, relationships with coworkers, and physical/psychological aspects of the job. According to Emron et al. (2016) job satisfaction as a person's general attitude towards their work, affective and cognitive evaluation of work experience.

Job Satisfaction Indicators

According to Sutrisno (2019) Job Satisfaction indicators are as follows:

a. Satisfaction with compensation/salary.
b. Satisfaction with work conditions and environment.
c. Satisfaction with relationships with supervisors and coworkers.
d. Satisfaction with career development opportunities.
e. Satisfaction with workload and job content. (These indicators are consistent with much research on job satisfaction.)

Conceptual Framwork

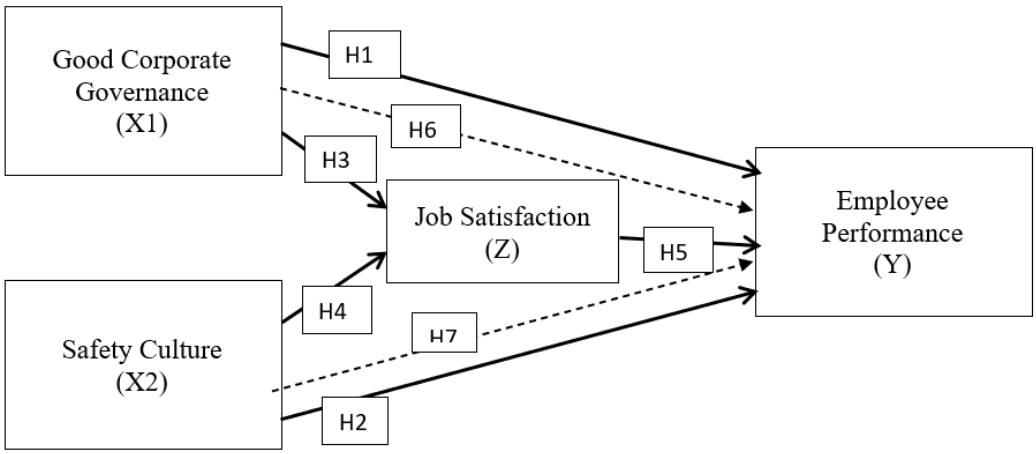

Figure I Conceptual Framework

Research Hypotheses

H1 Implementasi *Good Corporate Governance* berpengaruh positif terhadap Kinerja Pegawai di PT PLN UP3 Lubuk Pakam.
H2 Budaya keselamatan berpengaruh positif terhadap Kinerja Pegawai di PT PLN UP3 Lubuk Pakam.
H3 Implementasi *Good Corporate Governance* berpengaruh positif terhadap Kepuasan kerja pegawai di PT PLN UP3 Lubuk Pakam.
H4 Budaya keselamatan berpengaruh positif terhadap Kepuasan kerja pegawai di PT PLN UP3 Lubuk Pakam.
H5 Kepuasan kerja berpengaruh positif terhadap Kinerja pegawai di PT PLN UP3 Lubuk Pakam.

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H6 Implementasi *Good Corporate Governance* berpengaruh positif terhadap Kinerja pegawai melalui Kepuasan kerja di PT PLN UP3 Lubuk Pakam.
H7 Budaya keselamatan berpengaruh positif terhadap Kinerja pegawai melalui Kepuasan kerja di PT PLN UP3 Lubuk Pakam.

Method

Types of research

This study uses a quantitative approach with a causal-comparative research type, which aims to determine the effect of the implementation of Good Corporate Governance (GCG) and safety culture on employee performance, with job satisfaction as an intervening variable (Sugiyono, 2018). Quantitative research was chosen because it is suitable for measuring the relationship between variables using numerical data analyzed statistically (Sugiyono, 2018). Analysis of the relationship between variables was carried out using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) using SmartPLS 3 software. PLS-SEM was chosen because it is suitable for research with small to medium samples, complex models, and data that is not always normally distributed (Hair et al., 2019).

Population and Sample

Population is the entire object or subject of research that is the focus of the study (Sugiyono, 2018). More broadly, the population includes all individuals or units that have relevant information for the research (Sekaran & Bougie, 2016). Based on this definition, the research population is all employees of PT PLN UP3 Lubuk Pakam who are actively working and involved directly or indirectly in the implementation of GCG and occupational safety culture (K3). Based on company data, the population is 101 employees. The sample is a portion or representative of the population selected to be the research subjects (Sugiyono, 2018). The sample selection was carried out to make the research more efficient while remaining representative (Sekaran & Bougie, 2016). Because the population is relatively small (101 employees), a census sampling technique was used, namely the entire population is used as the research sample (Hair et al., 2019). Thus, the number of research samples is 101 employees.

Research Time and Location

Research Location

This research was conducted at PT PLN UP3 Lubuk Pakam, North Sumatera, Deli Serdang Government Area, Jl. Medan - Tebing Tinggi, Perbarakan, Pagar Merbau Sub-district, Deli Serdang Regency, North Sumatera 20551.

Research Time

This research was conducted from November to December 2025. The research period covers the preparation stage, data collection through questionnaires and interviews, to data processing and analysis using SmartPLS 3.3.3.

Data Collection Method

According to Sugiyono (2018), a questionnaire is an efficient data collection technique for quantitative research because it can reach many respondents and produce data that is easy to analyze statistically. The questionnaire was arranged based on the operational indicators of each variable using a Likert scale of 1–5 (1 = strongly disagree, 5 = strongly agree).

Research Data Sources

The data sources for this research are divided into primary data and secondary data, to obtain complete and accurate information related to the research variables:

1. Primary Data
2. Secondary Data

Data Analysis Methods

Data analysis in this study was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 3.0. PLS-SEM was chosen because it is able to handle complex research models involving latent variables and their indicators, can be applied to relatively small samples, and does not require normally distributed data. This method allows testing the relationship between variables simultaneously, both direct and indirect influences, thus in accordance with the research objective to assess the influence of variable X on variable Y.

The analysis is carried out through two main stages, namely external model analysis (measurement model) and internal model analysis (structural model).

Outer Model (Measurement Model) Analysis

This stage aims to assess the validity and reliability of the indicators used to measure latent variables. In the reflective model, convergent validity is tested using factor loadings, where indicators are considered valid if they have a value of ≥ 0.70. Reliability is tested using Composite Reliability (CR) with an ideal value of ≥ 0.70, and Average Variance Extracted (AVE) with a minimum value of 0.50.

To ensure that each variable is different from each other, a discriminant validity test was conducted using the Fornell-Larcker method and the Heterotrait-Monotrait Ratio (HTMT).

If the model uses formative indicators, testing is done by checking the t-value of each indicator through bootstrapping, and ensuring that there is no multicollinearity between indicators by checking the Variance Inflation Factor (VIF), where a VIF value < 5 is considered safe.

Inner Model (Structural Model) Analysis

This stage aims to test the relationships between latent variables, both directly and indirectly. The relationships between variables are measured with path coefficient (β), which indicates the strength and direction of the influence of exogenous variables on endogenous variables. Path significance is tested using bootstrapping with 5,000 resampling samples. A path is considered significant if the t-value ≥ 1.96 and $p < 0.05$. Furthermore, the model's strength is measured with R^2 (Coefficient of Determination), which shows the predictive ability of the endogenous variable; f^2 (Effect Size) to measure the influence of exogenous variables on the endogenous variable; and Q^2 (Predictive

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Relevance) to assess the model's predictive relevance. A higher R^2 value indicates a model has better predictive ability, while a $Q^2 > 0$ indicates the model has predictive relevance.

Analysis Procedure in SmartPLS

Practically, data analysis is carried out in several steps: first, building a model by entering latent variables and their indicators, then determining the type of measurement model (reflective or formative) according to theory. Next, PLS algorithm calculations are performed to obtain the loading factor values, CR, AVE, and path coefficients. The next stage is bootstrapping to test the significance of the paths and measure the strength of the model using R^2, f^2, and Q^2. The analysis results are then interpreted to assess whether the research hypothesis is accepted or rejected.

Results and Discussion

Outer Model Analysis

The relationship between latent and manifest variables can be explored through measurement model testing, commonly known as external model testing. This process involves assessing reliability, discriminant validity, and convergent validity.

Convergent Validity

This assessment examines the factor loading value, which must be at least 0.7. Furthermore, the Average Variance Extracted (AVE) requires a minimum value of 0.5; indicators exceeding this value are considered valid. In other words, if an indicator's value is greater than 0.7, it effectively represents the construct variable and is considered valid. The structural model for this study can be illustrated in the following figure:

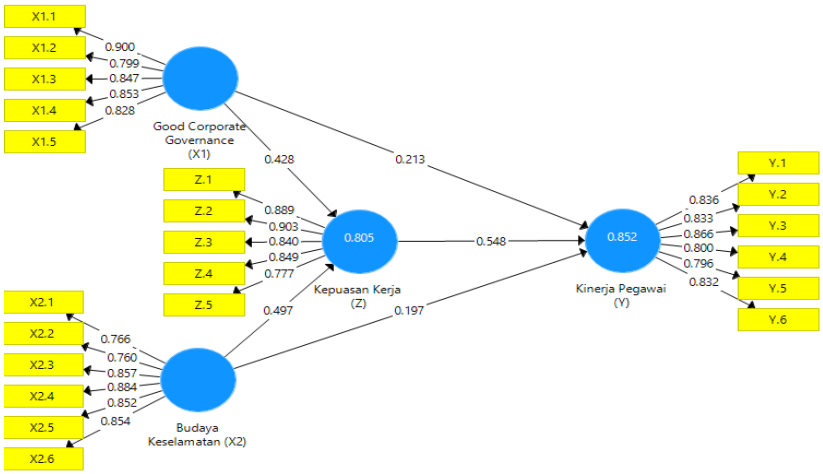

Figure 2. Outer Model

Source: Smart PLS 3.3.3.

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$Z = b1X + b2X2 + e1$

$Z = 0.428 + 0.497\ e1$

For substructure 2
Y = b2X1 + b3X2 + b4Z + e2
Y = 0.213 + 0.197 + 0.548 + e2

Table 1. Outer Loadings/Cross Loading

	Safety Culture (X2)	Good Corporate Governance_(X1)	Job Satisfaction _(Z)	Employee Performance _(Y)
X1.1		0.900		
X1.2		0.799		
X1.3		0.847		
X1.4		0.853		
X1.5		0.828		
X2.1	0.766			
X2.2	0.760			
X2.3	0.857			
X2.4	0.884			
X2.5	0.852			
X2.6	0.854			
Y.1				0.836
Y.2				0.833
Y.3				0.866
Y.4				0.800
Y.5				0.796
Y.6				0.832
Z.1			0.889	
Z.2			0.903	
Z.3			0.840	
Z.4			0.849	
Z.5			0.777	

Source: Smart PLS 3.3.3.

According to the table, all measures related to Good Corporate Governance, Safety Culture, Job Satisfaction, and Employee Performance show outer loading values exceeding 0.70, confirming their validity for assessing their respective constructs. In the Good Corporate Governance variable, indicator X1.1 has the highest outer loading value of 0.900. The Safety Culture variable shows a significant indicator contribution, with a peak value at X2.4 of 0.884. For Job Satisfaction, indicator Z.2 reaches the highest value of 0.903, while for Employee Performance, indicator Y.3 records the highest outer loading of 0.866. Therefore, all indicators are considered suitable for further analysis.

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Discriminant Validity

To verify that the indicators are closely related to their respective constructs, this study employed a discriminant validity assessment. The primary objective of this assessment was to confirm that the cross-loading value for each indicator on its original latent variable was higher than the value on the other latent variables. The results of the cross-loading assessment are presented in the table below:

Table 2. ***Discriminant Validity***

	Safety Culture (X2)	Good Corporate Governance_(X1)	Job Satisfaction _(Z)	Employee Performance _(Y)
X1.1	0.822	0.900	0.789	0.761
X1.2	0.684	0.799	0.774	0.789
X1.3	0.710	0.847	0.695	0.725
X1.4	0.724	0.853	0.673	0.663
X1.5	0.791	0.828	0.718	0.697
X2.1	0.766	0.698	0.642	0.707
X2.2	0.760	0.624	0.684	0.702
X2.3	0.857	0.744	0.733	0.684
X2.4	0.884	0.796	0.777	0.722
X2.5	0.852	0.794	0.722	0.770
X2.6	0.854	0.735	0.789	0.723
Y.1	0.664	0.658	0.767	0.836
Y.2	0.733	0.705	0.740	0.833
Y.3	0.729	0.733	0.772	0.866
Y.4	0.731	0.731	0.741	0.800
Y.5	0.718	0.745	0.769	0.796
Y.6	0.719	0.708	0.704	0.832
Z.1	0.828	0.788	0.889	0.779
Z.2	0.756	0.773	0.903	0.820
Z.3	0.699	0.719	0.840	0.737
Z.4	0.788	0.750	0.849	0.742
Z.5	0.648	0.658	0.777	0.784

Source: Smart PLS 3.3.3.

According to Table 2, the findings from the discriminant validity assessment indicate that each indicator exhibits the highest loading value on its respective construct when compared to other constructs. This is particularly evident in the indicators of Good Corporate Governance, Safety Culture, Job Satisfaction, and Employee Performance, all of which show prominent values in their initial variables. Therefore, it can be concluded that all constructs in the research framework have met the criteria for discriminant validity, indicating that there is no overlap in measurement between variables, making the model suitable for further examination.

Composite Reliability

The composite reliability for each variable in the study was evaluated against a reference value; a value exceeding 0.60 indicates that the variable is considered reliable, while a score ranging from 0.60 to 0.70 indicates reliability that requires careful consideration. The following table lists the components used to evaluate the validity and reliability of the study, including the AVE value, composite reliability, and Cronbach's Alpha.

Table 3. ***Construct Reliability and Validity***

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Safety Culture (X2)	0.909	0.930	0.690
Good Corporate Governance_(X1)	0.900	0.926	0.716
Job Satisfaction _(Z)	0.905	0.930	0.727
Employee Performance _(Y)	0.908	0.929	0.685

Source: Smart PLS 3.3.3.

According to Table 3, all variables in the study showed Cronbach's Alpha and composite reliability values greater than 0.70, confirming their reliability. Furthermore, the Average Variance Extracted (AVE) value for each variable exceeded 0.50, indicating that all constructs met convergent validity requirements. Therefore, the variables Safety Culture, Good Corporate Governance, Job Satisfaction, and Employee Performance are suitable for further research.

Internal Model Check

To verify that the structural model created is reliable and accurate, an internal model analysis was performed. Various indicators serve as benchmarks for evaluating the main model, including:

Coefficient of Determination (R^2)

The processed data from SmartPLS 3.0 shows the R^2 value as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction _(Z)	0.805	0.801
Employee Performance _(Y)	0.852	0.847

Source: Smart PLS 3.3.3.

According to Table 4, the R Square value for Job Satisfaction (Z) is 0.805, indicating that the independent variables in the model can explain 80.5% of the observed differences in Job Satisfaction, while the remaining 19.5% is influenced by factors outside the model. The adjusted R Square value of 0.801 further indicates that the model has a strong capacity to explain the situation. On the other hand, the R Square value for Employee Performance

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(Y) is 0.852, indicating that the variables in the model can explain 85.2% of the changes in Employee Performance, with an adjusted R Square of 0.847, which means the research model is considered very strong.

Hypothesis Testing

The next step involves examining the relationships between variables as described by the developed model. To evaluate the hypothesis, the T statistic and P value are used, where a relationship is considered significant if the P value is less than 0.05 and the T statistic exceeds 1.96. Next, a direct effect assessment is performed using the Path Coefficient to determine the strength and direction of the relationship between the variables.

Table 5. *Path Coefficients* (Influence) Direct)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Safety Culture (X2) -> Job Satisfaction _(Z)	0.497	5,591	0,000	Accepted
Safety Culture (X2) -> Employee Performance _(Y)	0.197	2,012	0.022	Accepted
Good Corporate Governance_(X1) -> Job Satisfaction _(Z)	0.428	4,834	0,000	Accepted
Good Corporate Governance_(X1) -> Employee Performance _(Y)	0.213	2,349	0.010	Accepted
Job Satisfaction _(Z) -> Employee Performance _(Y)	0.548	6,399	0,000	Accepted

Source: Smart PLS 3.3.3.

1. Impact of Safety Culture on Job Satisfaction

The findings show that Safety Culture has a positive and significant effect on Job Satisfaction, with a coefficient of 0.497 and a p-value of 0.000. This indicates that as safety culture improves, employee job satisfaction increases.

2. Impact of Safety Culture on Employee Performance

Research has shown that Safety Culture has a significant positive effect on employee performance, as reflected in a coefficient of 0.197 and a p-value of 0.022. This implies that a strong safety culture can improve employee performance.

3. The Impact of Good Corporate Governance on Job Satisfaction

Good Corporate Governance has a positive effect on Job Satisfaction, as evidenced by a coefficient of 0.428 and a p-value of 0.000. Therefore, effective corporate governance can increase employee job satisfaction levels.

4. The Impact of Good Corporate Governance on Employee Performance

Good Corporate Governance has shown a positive and significant influence on Employee Performance, supported by a coefficient of 0.213 and a p-value of 0.010. This indicates that strong corporate governance plays a role in improving employee performance.

5. Impact of Job Satisfaction on Employee Performance

Job satisfaction positively influences employee performance, with a coefficient of 0.548 and a p-value of 0.000. This indicates that higher employee job satisfaction leads to improved employee performance

Table 6. *Path Coefficients* (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Safety Culture (X2) -> Job Satisfaction _(Z) -> Employee Performance _(Y)	0.272	3,939	**0,000**	**Accepted**
Good Corporate Governance_(X1) -> Job Satisfaction _(Z) -> Employee Performance _(Y)	0.235	4,303	**0,000**	**Accepted**

Source: Smart PLS 3.3.3.

6. The Influence of Safety Culture on Employee Performance through Job Satisfaction
The findings show that Safety Culture positively and significantly influences Employee Performance through Job Satisfaction, as evidenced by a coefficient of 0.272 and a p-value of 0.000. Therefore, Job Satisfaction acts as a mediating factor in this case.

7. The Influence of Good Corporate Governance on Employee Performance through Job Satisfaction
Good Corporate Governance shows a positive and significant influence on Employee Performance through Job Satisfaction, as reflected by the coefficient of 0.235 and p-value of 0.000. This verifies that Job Satisfaction acts as a mediator for the influence of Good Corporate Governance on Employee Performance.

Conclusion

Based on the research results, the conclusions obtained from this research are described below:

1. Impact of Safety Culture on Job Satisfaction
   Safety culture positively and significantly increases job satisfaction among employees.
2. Impact of Safety Culture on Employee Performance
   Safety culture positively and significantly improves employee performance.
3. The Impact of Good Corporate Governance on Job Satisfaction
   Good Corporate Governance positively and significantly influences employee job satisfaction.
4. The Impact of Good Corporate Governance on Employee Performance
   Good Corporate Governance positively and significantly affects employee performance.
5. The Influence of Job Satisfaction on Employee Performance
   Job satisfaction positively and significantly contributes to employee performance
6. The Influence of Safety Culture on Employee Performance through Job Satisfaction
   Safety culture influences employee performance through job satisfaction, which acts as a mediating factor.
7. The Influence of Good Corporate Governance on Employee Performance through Job Satisfaction
   Good Corporate Governance influences employee performance through job satisfaction, which serves as a mediating factor.

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