

Synergy of Leadership, Work Culture, and Occupational Safety in Improving Employee Performance in the Port Industry (Study at PT. Pelindo Regional I Dumai Branch)

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Abstract

This study aims to analyze the influence of leadership, work culture, and work safety on employee performance at PT Pelindo Regional I Dumai Branch. The background of this research is based on the importance of synergy between effective leadership styles, the implementation of a strong work culture, and the consistent implementation of occupational safety in improving performance in the port industry sector which has a high level of risk. The research method used was a descriptive-verifiable quantitative approach with a population of 35 employees who were also sampled using the total sampling technique. Data was collected through a Likert scale questionnaire, then analyzed using multiple linear regression with the help of the SPSS program. The results of the study showed that partially, leadership and work culture had a positive and significant effect on employee performance, while work safety had no significant effect. Simultaneously, all three independent variables had a significant effect on employee performance, with a determination coefficient value of $R^2 = 0.498$, which suggests that 49.8% of employee performance variations can be explained by leadership, work culture, and work safety, while the rest are influenced by other factors outside the study.

Keywords: Leadership, Work Culture, Work Safety, Employee Performance

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Introduction

Human resources (HR) are the most valuable asset in an organization because they are the main driver of all company activities. No matter how sophisticated the equipment and devices in the company are, if they are not supported by the human resources that control and operate them, they will not be able to function as they should (Dwipayana et al., 2023). Employees who are competent, motivated, and highly committed will be able to produce optimal performance that has a direct impact on the company's productivity and competitiveness. According to (Mangkunegara, 2017) Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. Improving employee performance depends not only on individual abilities, but also on the support of the work environment, leadership style, and the culture and work safety system implemented within the company.

The port industry is one of the strategic sectors that plays an important role in supporting national trade and logistics activities. As a gateway for the flow of goods and services, ports are required to have optimal performance in order to be able to provide efficient, fast, and safe services. In this context, PT Pelindo Regional I Dumai Branch plays a vital role in managing port operations in the western region of Indonesia. However, as the demands of globalization and the dynamics of the maritime business increase, companies face a major challenge in maintaining and improving **employee performance** as a key factor of operational success. Therefore, efforts to improve employee performance are a challenge for organizations to achieve the goals and survival of the organization depends on the quality of the performance of human resources in it (Nasution & Rizky, 2024).

One of the aspects that affects the improvement of employee performance is leadership. According to (Robbins & Judge, 2019) Leadership is a person's ability to influence a group towards the achievement of a common goal. Leadership has a strong influence on the course and survival of the organization. The success of an organization can be achieved when leaders can influence their subordinates to provide the best performance for the organization (Rahayu, 2020). Good leadership not only focuses on achieving organizational targets, but also pays attention to the needs, welfare, and safety of employees. Good leaders can motivate, inspire, and guide employees, potentially increasing their loyalty and commitment to the company (Gunawan & Rizky, 2024). The success of a leader in leading an organization or institution depends largely on how he behaves while carrying out his various leadership duties (Manullang & Rizky, M., 2024). Leaders who are able to create open communication, set an example, and build collective commitment will foster work morale and improve employee performance.

Organizational culture in an organization cannot be underestimated, namely because organizational culture plays a role in giving an identity to an organization (Ferine et al., 2021). According to (Sedarmayanti, 2017) work culture is a philosophy based on a view of life as values that become traits, habits, and driving forces that culture in the life of a community group or organization. A strong work culture is able to create a sense of belonging to the organization and increase employee work motivation. According to (Schein, 2017), work culture is a set of values, norms, and beliefs that shape the behavior of organizational members and determine how work is carried out.

Another factor that is no less important is work safety. According to (Suma'mur, 2018) occupational safety is a series of efforts to ensure and protect the safety of the workforce through efforts to prevent accidents and occupational diseases. The implementation of a good occupational safety system not only protects employees from potential dangers, but also increases productivity and loyalty because employees feel safe at work. Occupational safety and health (K3) is one way to protect employees from the dangers of work accidents and occupational diseases during work. Occupational safety is highly dependent on the type, form and environment in which the work is carried out (Ariasa et al., 2022). In the port industry, the

risk of work accidents is relatively high due to the use of heavy equipment, activities in open areas, and exposure to extreme weather conditions. The implementation of occupational health and safety (OHS) standards is a must. According to the International Labour Organization (ILO, 2020), occupational safety is a basic right of workers that must be guaranteed by every organization to protect human assets while increasing productivity.

Synergy between leadership, work culture, and work safety is an important factor in improving employee performance in the port industry. Visionary leaders are able to instill a positive work culture and enforce occupational safety standards, thereby creating a work environment conducive to performance improvement. Thus, this research focuses on "Leadership Synergy, Work Culture, and Work Safety in Improving Employee Performance in the Port Industry (Study on PT. Pelindo Regional I Dumai Branch)".

Literature Review

2.1 Leadership

Leadership is a fundamental factor that determines the success of an organization in achieving its goals. According to (Robbins & Judge, 2019) leadership is a person's ability to influence a group towards achieving a common goal by giving direction, motivation, and inspiration to subordinates. Effective leadership creates two-way communication, builds trust, and fosters high morale among employees. In the context of the port industry that demands high coordination, transformational leadership styles are considered most appropriate because they are able to move employees through a clear vision, inspire, and pay attention to individual needs (Avolio & Bass, 2004). Leaders who are oriented towards safety and performance not only emphasize results, but also instill the value of responsibility and a safe work culture in the work environment (Northouse, 2017). Thus, effective leadership plays an important role in continuously improving employee commitment, discipline, and performance.

2.2 Work Culture

Work culture is a system of values, beliefs, and norms that become a guideline for behavior in an organization. (Schein, 2017) states that work culture is a pattern of basic assumptions developed by a group of people as they learn to deal with the problems of external adaptation and internal integration, which are then taught to new members as the correct way to think and act. A strong work culture will encourage a positive work environment, increase loyalty, and foster a sense of responsibility for tasks. According to (Luthans, 2012) an effective work culture can be a source of competitive advantage because it is able to create cohesion and increase work efficiency. In the context of PT Pelindo Regional I Dumai Branch, the implementation of a work culture that emphasizes professionalism, integrity, and collaboration is essential to increase employee productivity and job satisfaction. A work culture that is consistent with organizational values has also been proven to strengthen intrinsic motivation and employee performance (Mangkunegara, 2021).

2.3 Occupational Safety

Occupational Safety is a systematic effort to protect workers from potential dangers arising from work activities. According to (Suma'mur, 2018), occupational safety aims to prevent accidents, occupational diseases, and create safe and healthy working conditions so that workers can carry out their duties productively. The International Labour Organization (ILO, 2022) affirms that occupational safety and health (K3) is a fundamental right of every worker and is an integral part of corporate social responsibility. In the port industry that has a high risk of work accidents, the implementation of safety standards such as the use of personal protective equipment, safety training, and supervision of the work environment is mandatory. Research by Neal and Griffin (2006) also shows that commitment to occupational safety is positively correlated with improved employee performance and job satisfaction. Therefore, occupational safety not only protects the workforce, but also becomes a strategic factor in maintaining operational sustainability and organizational reputation. According to Wirawan (2015),

occupational health and safety is an effort to maintain and ensure success in protecting workers by preventing work-related diseases and accidents. The Occupational Health and Safety Management System (K3) is listed in the Regulation of the Minister of Manpower No. PER 05/MEN/1996 stipulates a K3 management system at the workplace as an anticipatory step against K3 problems (Hasanah et al., 2025).

2.4 Employee Performance

Employee performance is the result of work both in quality and quantity achieved by individuals in carrying out their duties according to the responsibilities given. According to (Mangkunegara, 2017) employee performance is influenced by the factors of ability and motivation, both of which must be managed properly in order to achieve maximum results. High performance reflects the effectiveness and efficiency in the use of organizational resources to achieve goals. (Dessler, 2020) added that performance also includes behavioral aspects, such as discipline, responsibility, and compliance with work procedures. In the context of the port industry, employee performance greatly determines the smooth running of logistics and public service processes, because every operational error can have an impact on the efficiency of goods distribution and the company's image. Therefore, improving employee performance cannot be separated from the synergy of leadership factors, work culture, and work safety that reinforce each other in creating optimal work productivity and professionalism.

Research Methodology

The research method used in this study is a quantitative approach with an associative type of research. This approach was chosen because it aims to determine the relationship and influence between independent variables, namely leadership, work culture, and work safety, on dependent variables, namely employee performance. The population in this study is 35 employees of PT. Pelindo Regional I Dumai Branch, so this study uses the census method, where all members of the population are used as research samples (Sugiyono, 2019). The data used was in the form of primary data obtained through the distribution of questionnaires to all respondents.

Data analysis was carried out with the help of SPSS version 29, which included several stages of testing, namely validity and reliability tests to ensure the reliability of the research instruments, classical assumption tests (normality, multicollinearity, and heteroscedasticity) to ensure the feasibility of regression models, and multiple linear regression analysis to find out the magnitude of the influence of leadership, work culture, and work safety on employee performance. Next, the t-test is carried out to test the partial influence of each independent variable on the dependent variable, and the F test is to test the simultaneous influence of all independent variables on the dependent variable. The determination coefficient (R^2) is also used to determine how much the variable is free to explain the variation in changes in the bound variable (Ghazali, 2018).

The regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

- Y : Employee Performance
- A : Constant (Y value when X_1 , X_2 , and $X_3 = 0$)
- b_1 : Regression coefficient of the Leadership variable (X_1)
- b_2 : Regression coefficient of the Work Culture variable (X_2)
- b_3 : Regression coefficient of the Occupational Safety variable (X_3)
- e : Error (error factor or other variable outside the model)

Results

4.1 Description of Research Object

PT Pelindo Regional I Dumai Branch is one of the work units under the auspices of PT Pelabuhan Indonesia (Persero) which focuses on the management and service of port services in the Dumai area, Riau Province. As one of the strategic ports in the western region of Indonesia, Pelindo Dumai has an important role in supporting export-import activities, logistics distribution, and cargo loading and unloading services, especially palm oil commodities and other industrial products. In carrying out its operations, the company is supported by professional and experienced human resources in the port sector.

4.2 Descriptive Statistical Analysis

Descriptive Statistical Analysis is a data analysis technique used to describe or explain the characteristics of research data such as mean, standard deviation, maximum, and minimum.

Table 1. Descriptive Statistical Analysis

	N	Descriptive Statistics			
		Minimum	Maximum	Mean	Std. Deviation
Kepemimpinan	35	11	20	15.23	2.658
Budaya Kerja	35	7	20	14.66	3.217
Keselamatan Kerja	35	9	20	15.97	2.955
Kinerja Karyawan	35	10	20	15.00	2.555
Valid N (listwise)	35				

Based on the results of descriptive statistical analysis in Table 1, it can be seen that the number of respondents in this study is 35 people. The leadership variable had an average value of 15.23 with a standard deviation of 2.658, indicating that the leadership at PT Pelindo Regional I Dumai Branch was considered quite good by employees. The work culture variable had an average of 14.66 with a standard deviation of 3.217, indicating a variation in perception among respondents, but still in the good category. Furthermore, the occupational safety variable obtained the highest average of 15.97 with a standard deviation of 2.955, indicating the optimal implementation of occupational safety. Meanwhile, the employee performance variable has an average of 15.00 and a standard deviation of 2.555, which indicates that in general employee performance is in good condition and relatively consistent.

4.2.1 Classic Assumption Test

A classical assumption test is a series of tests carried out to ensure that the regression model meets the statistical requirements so that the results of the analysis are valid and unbiased. The tests included include normality tests, multicollinearity tests, and heteroscedasticity tests.

4.2.2 Normality Test

The normality test is a process to find out whether the residual data in the regression model is normally distributed. This test can be done by several methods, such as the Kolmogorov-Smirnov, Shapiro-Wilk test, or through graph analysis such as histograms and normal P-P plots. If the significance value (Sig.) is greater than 0.05, then the data is considered to be normally distributed; on the other hand, if the Sig. value is less than 0.05, then the data is not normally distributed (Ghozali, 2021).

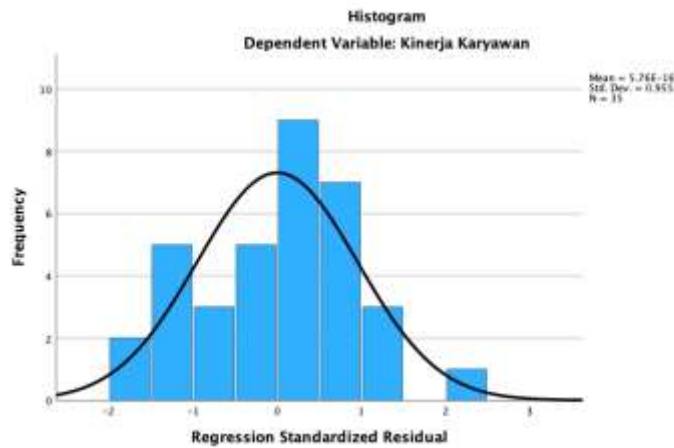


Figure 1. Histogram-Normality Test

Based on Figure 1 (Histogram–Normality Test), it can be seen that the residual data spreads forming a pattern that is close to the normal curve, where the distribution of data does not tighten to the left or right significantly. This shows that the data in this study has been distributed normally.

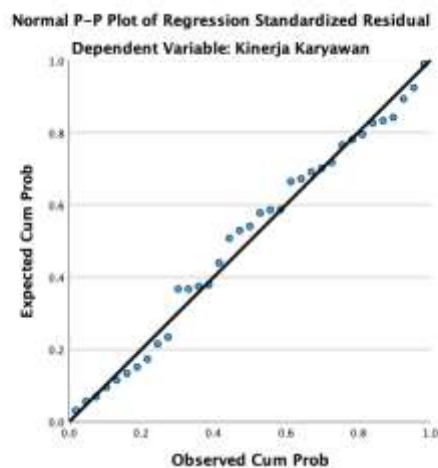


Figure 2. P-Plot Chart Normality Test

Based on Figure 2 (P-Plot Chart Normality Test), it can be seen that the data points are spread around the diagonal line and follow the direction of the line. This pattern shows that the residual data is normally distributed, so the regression model in this study meets the assumption of normality.

Table 2. Kolmogorov-Smirnov Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.80978084
Most Extreme Differences	Absolute	.079
	Positive	.067
	Negative	-.079
Test Statistic		.079

Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.830
	99% Confidence Interval	Lower Bound	.820
		Upper Bound	.840

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the results of the Kolmogorov-Smirnov test in Table 2, an Asymp value was obtained. Sig. (2-tailed) is 0.200 and Monte Carlo Sig. (2-tailed) is 0.830, both of which are greater than the significance level of 0.05. This shows that the residual data is normally distributed, so the regression model in this study meets the assumption of normality and can be continued to the next stage of analysis.

4.2.3 Multicollinearity Test

The multicollinearity test is a test that is carried out to find out if there is a high correlation between independent variables in the regression model. This test is usually carried out by looking at the values of Tolerance and Variance Inflation Factor (VIF), where the model is considered free of multicollinearity if the Tolerance value is > 0.10 and $VIF < 10$ (Ghozali, 2021).

Table 3. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kepemimpinan	.472	2.120
	Budaya Kerja	.387	2.583
	Keselamatan Kerja	.238	4.203

a. Dependent Variable: Kinerja Karyawan

Based on the results of the multicollinearity test in Table 3, it is known that the Tolerance values for the leadership variables (0.472), work culture (0.387), and occupational safety (0.238) are all greater than 0.10, as well as VIF values of 2.120, 2.583, and 4.203, respectively, which are less than 10. Thus, it can be concluded that this regression model is free from the problem of multicollinearity.

4.2.4 Heteroscedasticity Test

The heteroscedasticity test is a test used to find out whether there is a variance disparity from the residual of one observation to another in a regression model. This test can be performed using the Glejser test method, Spearman test, or through scatterplot chart analysis, where the model is said to be heteroscedasticity-free if the significance value (Sig.) > 0.05 or the dot pattern on the graph spreads randomly without a specific pattern (Ghozali, 2021).

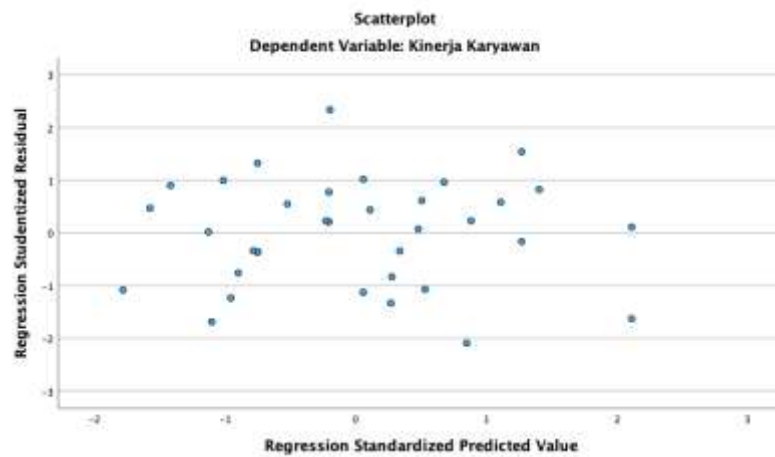


Figure 3. Scatterplot Heteroscedasticity Test Results

Based on Figure 3 (Scatterplot of Heteroscedasticity Test Results), it can be seen that the data points are randomly spread above and below the zero axis without forming a specific pattern. This random scattering pattern shows that there are no symptoms of heteroscedasticity in the regression model, so the model is declared feasible for use in subsequent analysis.

4.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical method used to measure the influence of two or more independent variables on a single dependent variable simultaneously. This analysis aims to find out how much and in the direction of the influence of each independent variable on the bound variable

Table 3. Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	4.079	2.040		2.000	.054
Kepemimpinan	.460	.178	.478	2.580	.015
Budaya Kerja	.380	.162	.478	2.338	.026
Keselamatan Kerja	.103	.225	.119	.456	.652

a. Dependent Variable: Kinerja Karyawan

Based on the results of multiple linear regression analysis in Table 3, the following regression equations are obtained:

$$Y = 4.079 + 0.460X_1 + 0.380X_2 + 0.103X_3,$$

- A constant value of 4,079 indicates that if the variables of leadership (X_1), work culture (X_2), and occupational safety (X_3) are considered constant or have a value of zero, then the basic value of employee performance is 4,079 units. This means that without the influence of these three independent variables, employee performance still has a relatively good positive value.
- The regression coefficient of the leadership variable of 0.460 indicates that every leadership increase of 1 unit will improve employee performance by 0.460, assuming the other variables are considered constant. Thus, the better the leadership applied, the higher the performance of employees in the organization.
- The regression coefficient of the work culture variable of 0.380 indicates that every increase in work culture by 1 unit will increase employee performance by 0.380, assuming

the other variables are fixed. This means that the stronger the work culture that is built in the work environment, the more employee performance will also improve.

- d. The regression coefficient of the occupational safety variable of 0.103 shows that every 1 unit increase in occupational safety will only increase employee performance by 0.103. Although occupational safety is important to maintain employee comfort and safety, in the context of this study, these factors have not had a real impact on improving employee performance.

4.3.1 Partial Test (t)

Partial testing (t-test) is a statistical test used to find out how much of an individual independent variable affects the variable. This test is carried out by comparing the value of t calculated with the t table or looking at the significance value (Sig.), where if Sig. < 0.05, then the independent variable has a significant effect on the dependent variable. Through the t-test, researchers can determine which variables are the most dominant influencing employee performance (Ghozali, 2021).

Table 4. Partial Test Results (t)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.079	2.040		2.000	.054
	Kepemimpinan	.460	.178	.478	2.580	.015
	Budaya Kerja	.380	.162	.478	2.338	.026
	Keselamatan Kerja	.103	.225	.119	.456	.652

a. Dependent Variable: Kinerja Karyawan

Based on the results of the t-test in Table 4 with a t-table of 2.03951 (the value of the t-table at a significance level of 0.05 with the number of samples (n) = 35 and the number of independent variables (k) = 3 obtained of 2.03951), it was obtained that the leadership variable had a t-calculated value of 2.580 with a significance of 0.015, which is greater than the t-table and smaller than 0.05. This shows that leadership has a positive and significant effect on employee performance, meaning that the better the leadership that is applied, the more employee performance will improve.

Furthermore, the work culture variable has a t-count value of 2.338 with a significance of 0.026, also greater than the t-table and smaller than 0.05, which means that work culture has a positive and significant effect on employee performance; The more conducive the work culture in the company, the more employee performance will improve.

Meanwhile, the work safety variable has a t-count value of 0.456 with a significance of 0.652, which is smaller than the t-table and greater than 0.05, so it does not have a significant effect on employee performance. This shows that the implementation of occupational safety, although important, has not been the main factor affecting the improvement of employee performance at PT Pelindo Regional I Dumai Branch.

4.3.2 Simultaneous Test (F)

Simultaneous testing (F test) is a statistical test used to find out whether all independent variables together (simultaneously) have a significant effect on the dependent variables. This test is carried out by comparing the value of F calculated with the F table or looking at the significance value (Sig.), where if Sig. < 0.05, then all independent variables simultaneously affect the dependent variables. The F test provides an overview of the feasibility of the regression model used in the study (Ghozali, 2021).

Table 5. Simultaneous Test Results (F)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	110.640	3	36.880	10.266	<.001 ^b
Residual	111.360	31	3.592		
Total	222.000	34			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Keselamatan Kerja, Kepemimpinan, Budaya Kerja

Based on the results of the F (simultaneous) test presented in Table 5, an F-calculation of 10.266 was obtained with a significance level of < 0.001 , while the F-table for $df_1 = 3$ and $df_2 = 31$ was 2.91. Since the F-count $>$ F-table ($10.266 > 2.91$) and the significance value of $0.001 < 0.05$, it can be concluded that together (simultaneously) the variables of leadership, work culture, and work safety have a significant influence on employee performance. This shows that these three variables are collectively able to explain changes in employee performance at PT Pelindo Regional I Dumai Branch.

4.3.3 Coefficient of Determination

The coefficient of determination (R^2) is a statistical measure used to show how much of an ability of independent variables together to explain variations in changes in dependent variables. The value of R^2 ranges from 0 to 1; The closer it is to 1 means the better the model is because independent variables are able to explain most of the variation of dependent variables. On the other hand, if the value of R^2 is close to 0, then the ability of independent variables to explain dependent variables is very weak (Ghozali, 2021).

Table 6. Result of Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.498	.450	1.895

a. Predictors: (Constant), Keselamatan Kerja, Kepemimpinan, Budaya Kerja

b. Dependent Variable: Kinerja Karyawan

Based on the results of the determination coefficient (R^2) in Table 6, the R^2 value was 0.498 and the Adjusted R^2 was 0.450. This shows that 49.8% of employee performance variations can be explained by three independent variables, namely leadership, work culture, and work safety, while the remaining 50.2% are influenced by other factors outside the research model.

Based on the results of the study, it can be seen that leadership has a positive and significant effect on employee performance. This is shown by the value of the regression coefficient of 0.460 with a significance of 0.015 (< 0.05) and a t-calculation value of 2.580 which is greater than the t-table of 2.03951. This means that the better the quality of leadership applied, including the ability to provide direction, motivation, and role models for employees, the more employee performance will improve. At PT Pelindo Regional I Dumai Branch, effective leadership can be seen from the ability of managers and supervisors to monitor work, provide constructive evaluations, and create open communication with all employees, thereby encouraging increased productivity and work responsibility.

Furthermore, work culture also showed a positive and significant influence on employee performance, with a regression coefficient of 0.380, significance of 0.026, and t-count of 2.338 $>$ t-table. This shows that the more conducive the work culture implemented in the company,

including discipline, teamwork, work ethic, and commitment to organizational targets—the more employee performance will improve. In the object of the research, a strong work culture is reflected in the implementation of SOPs (Standard Operating Procedures), commitment to safety, and collaboration between departments, all of which support the achievement of performance targets optimally.

In contrast to the previous two variables, occupational safety has a regression coefficient of 0.103 with a significance of 0.652 and a t-count of $0.456 < t\text{-table}$, which shows that occupational safety does not have a significant effect on employee performance. Although occupational safety is important to ensure employee comfort and safety, in the context of this study, its application has not been the main factor that triggers performance improvement. This may be because the occupational safety standards at PT Pelindo Regional I Dumai Branch are adequate so that they do not provide significant variations in employee performance.

The results of the F-test (simultaneous) showed an F-count value of $10.266 > F\text{-table } 2.91$ with a significance of < 0.001 , which means that the three independent variables together (simultaneously) have a significant effect on employee performance. In other words, leadership, work culture, and occupational safety collectively can affect the improvement of employee performance, so that the improvement and management of these three factors in an integrated manner will have an optimal impact on work productivity and effectiveness. In addition, the determination coefficient (R^2) value of 0.498 and Adjusted R^2 0.450 showed that about 49.8% of the variation in employee performance could be explained by these three variables, while the remaining 50.2% was influenced by other factors not included in this study, such as compensation, intrinsic motivation, or work environment conditions.

Conclusion

Based on the results of the research, it can be concluded that leadership and work culture have a positive and significant effect on employee performance at PT Pelindo Regional I Dumai Branch, meaning that improving the quality of leadership and implementing a conducive work culture will encourage improvement in employee performance, while work safety does not have a significant effect, meaning that work safety at PT Pelindo I Dumai Branch is adequate so that it has no effect. Simultaneously, the three variables together had a significant effect on employee performance, with an F-calculation value of $10.266 > F\text{-table of } 2.91$ and a significance of < 0.001 , as well as a determination coefficient value (R^2) of 0.498, indicating that 49.8% of the variation in employee performance could be explained by these three variables, while the rest were influenced by other factors outside the study.

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