

THE INFLUENCE OF SAFETY CULTURE, MOTIVATION AND ORGANIZATIONAL COMMITMENT ON WORK ETHICS WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN THE MAJU BERSAMA SUPERMARKET IN MEDAN CITY AFTER THE ENACTMENT OF THE JOB CREATION LAW YEARS OF 2023

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Abstract: *The aim of the research is to analyze the influence of Safety Culture, Motivation and Organizational Commitment on Work Ethic and Job Satisfaction as an Intervening Variable at the Maju Bersama Supermarket in Medan City. In conducting research, the method used is empirical empowerment which will test hypotheses built from theory and previous research. Therefore, the empowerment used in this research is positivism (quantitative). This research is inductive research, a population of all employees of the Maju Bersama Supermarket, Medan City, a type of confirmatory research that describes the relationship between variables through hypothesis testing. The data analysis technique uses the Structural Equation Model analysis tool which is useful for predicting the dependent variable, namely work ethic with a number of independent variables, namely the Safety Culture, Motivation and Organizational Commitment variables, satisfaction as an intervening variable. The research results show that safety culture has no significant effect on job satisfaction. Motivation has a significant effect on job satisfaction. Organizational Commitment has a significant effect on job satisfaction. Safety culture does not have a significant effect on Work Ethics. Motivation has no significant effect on Work Ethic. Organizational Commitment has no significant effect on Work Ethic. Job satisfaction has a significant effect on Work Ethic. Job satisfaction does not significantly mediate the influence of safety culture on work ethic, meaning that job satisfaction does not significantly act as a mediating variable. Job satisfaction does not significantly mediate the influence of motivation on work ethic, meaning that job satisfaction does not significantly act as a mediating variable. Job satisfaction significantly mediates the influence of organizational commitment on work ethic, meaning that job satisfaction significantly acts as a mediating variable.*

Keywords: *Safety Culture, Motivation and Organizational Commitment, Work Ethics and Job Satisfaction*

INTRODUCTION

Currently, company owners and employees are increasingly aware of the importance of spiritual needs, satisfaction and fullness of life, which companies continue to strive for by fulfilling their psychological and spiritual needs, can create a conducive atmosphere for employees to work as well as possible. Companies that want to be successful must do their best to meet these spiritual needs.

Japanese society is known to have an attitude of makoto (sincerity), a teaching from Buddhism, namely an attitude that upholds inner purity and motivation. Likewise, in the view of other religions, it is believed that Islam, Catholicism, Protestantism, Hinduism and Buddhism have perfect teachings. It definitely teaches spiritual moral values that are beneficial for its adherents. Relating to work activities. Religious activities can indeed calm and comfort a person so that a person can feel happiness, life satisfaction, morals and quality of life. After the enactment of the Job Creation Law, it has had an impact on workers in the form of protection and increasing the role of workers in supporting investment in Indonesia, including providing legal certainty in regulations regarding minimum wages and severance pay amounts.



However, many companies compete to control resources, carry out excessive employee exploitation, are not environmentally friendly and other irreligious behavior which will ultimately influence the behavior of their employees. Today's employees tend to only pursue primary, secondary and tertiary needs. This is because employee and company understanding of spiritual values is not yet important due to targets that must be completed. Understanding the type or level of individual employee needs by the organization is fundamental to increasing motivation (Evadine et al., 2022). Employees' work motivation is considered. Motivation is a process as the first step for someone to take action due to physical and psychological deficiencies or in other words, it is an encouragement shown to fulfill certain goals.

Providing the right motivation to employees will be motivated to do as much as possible to carry out their duties, because they believe that with the success of the organization in achieving its goals, the personal interests of the members of the organization will also be fulfilled. With high motivation, it will create a commitment to what is their responsibility in completing each job. Organizational commitment is considered important for the organization because it is the degree to which employees believe in and are willing to accept the organization's goals and will stay or not leave the agency (Shara et al., 2019).

Job satisfaction is a very important thing to pay attention to. Employee job satisfaction can influence the overall work ethic of employees, which will ultimately bring collective prosperity and support the company's development in the future. Job satisfaction reflects employees' feelings towards their work (Alismail et al., 2022). This can be seen from the employee's positive attitude towards work and everything they encounter in their work environment.

A happy workplace environment or atmosphere will provide comfort in working, the completeness of personal protective equipment (PPE) used will provide a sense of security for employees, the superior's response to suggestions for improvement regarding deficiencies in equipment capabilities and work methods from employees will increase a sense of care and harmonize cooperation. between employees and superiors.

Every business activity carried out plays an important role in achieving the Vision and Mission of Maju Bersama Supermarket, based on governance policies designed to optimize company value. Good governance at Maju Bersama Supermarket adapts to the company culture to protect the interests of stakeholders. Maju Bersama Supermarket is committed to continuing to consistently implement good corporate governance in all aspects of the business as a step to improve the company's performance so that it remains able to survive in today's increasingly competitive and dynamic business climate (Windari, 2018). Stakeholder demands for good corporate management encourage companies to run businesses based on GCG principles, namely transparency, accountability, liability, independence and fairness.

In order to increase employee job satisfaction at work, the fundamental thing that Maju Bersama Supermarket pays attention to is how the organizational commitment to the safety culture that has been implemented must be able to influence and increase the level of employee job satisfaction. An employee with a high level of satisfaction will show a positive attitude towards his work and an employee who is dissatisfied will show a negative attitude towards his work. For this reason, organizations must always monitor the job satisfaction of their employees, because this will involve employee attitudes, such as emotions and employee behavioral tendencies.

Maju Bersama Supermarket considers taking part in improving the economic and social welfare of the community around the Company, because the Company realizes that smooth development and successful operations cannot be separated from all stakeholders. It is hoped that the Company's success and the independence of the surrounding community can be created and grown together. Apart from that, social welfare and regional economic development are facilities for the Company to achieve its mission, vision and values. Therefore, since its inception, the social responsibility policy towards trustees has still received attention and support from the Company.



The first step is that Maju Bersama Supermarket can play its role in the process of providing job descriptions to employees who are experts in their fields, given freedom in carrying out work with creativity and a desire for the company's progress, encouraging employees to be responsible for the positions, positions and job responsibilities that constitute their job descriptions.

Employee work ethic is one of the important things at Maju Bersama Supermarket, especially regarding employee performance. Work ethic is essentially a manifestation of high morals, some even identify or translate freely that high work morals are work ethic. With a high employee work ethic, employee performance will increase because employees will do their work more actively so that work can be expected to be faster and better (Muda et al., 2014). Likewise, if an employee's work ethic decreases, performance will also decrease.

Employees who have the ability to complete good work will be able to achieve useful profits, both for Maju Bersama Supermarket and for the employees themselves. Therefore, employee awareness is needed in complying with applicable regulations. Employee work ethic is a mental attitude that is able to provide encouragement for someone to be able to work harder, faster and better. A high employee work ethic will influence work efficiency and work effectiveness. The aim of the research is to analyze the influence of Safety Culture, Motivation and Organizational Commitment on Work Ethic with Job Satisfaction as an Intervening Variable at the Maju Bersama Supermarket in Medan City.

LITERATURE REVIEW

According to Sholihah and Kuncoro (2014), safety culture is a series of beliefs, norms, behavior, rules and technical and social practices that are closely related to efforts to minimize work accidents that will befall workers, managers, customers and the community. According to Widodo (2017), Motivation is the power that exists within a person that drives his behavior to take action. The intensity of a person's inner strength to carry out a task or achieve a target shows the extent of his or her level of motivation.

According to Sianipar (2014), organizational commitment is an employee's decision to continue their membership in an organization by wholeheartedly accepting the organization's goals and making the best contribution to the progress of the organization. According to Robbins (2015), job satisfaction is a general attitude towards a person's work as the difference between the amount of rewards a worker receives and the amount of rewards they believe they should receive.

According to Darodjat (2015), work ethic is a set of positive behaviors and foundations that include the motivation that drives them, main characteristics, basic spirit, basic thoughts, code of ethics, moral code, code of behavior, attitudes, aspirations, beliefs, principles -principles and standards.

CONCEPTUAL FRAMEWORK

The relationship between increasing commitment and employee performance, namely the level of commitment, both the company's commitment to employees and between employees and the company, is very necessary because through these commitments a professional work climate will be created. Individuals who are satisfied with their work tend to fulfill their commitment to the organization, resulting in employee loyalty to the organization, which ultimately causes the employee to have a sense of dependence and responsibility on the organization.

Research conducted by Misna and Indriani Research (2017), entitled the influence of leadership, commitment and organizational culture on employee performance. The approach method in this research uses a quantitative approach with multiple linear regression analysis techniques. The results of this research show that leadership has a significant influence on employee performance, commitment has a significant influence on employee performance, and organizational culture has a significant influence on employee performance. Meanwhile, leadership and work culture simultaneously have a significant effect on employee performance.

Redi's (2018) research entitled the influence of organizational culture and job satisfaction on employee performance. This research uses a quantitative approach with descriptive and verification methods. Meanwhile, the analysis technique uses multiple linear regression analysis. The findings



from this research show that organizational culture has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Meanwhile, organizational culture and job satisfaction simultaneously have a significant effect on employee performance.

Fahreza, Said and Shabri's (2018) research entitled the influence of work motivation, work environment and organizational culture on employee performance and its impact on bank performance. The results of this research show that there is a significant influence of work motivation on employee performance, the work environment has a significant influence on employee performance, and organizational culture has a significant influence on employee performance. Meanwhile, simultaneously there is a positive and significant influence between work motivation, work environment and work culture on employee performance. Having good employee performance has a positive and significant effect on bank performance.

Susi and Nora's research (2018), entitled the influence of motivation, supervision and work culture on employee performance. The analysis technique in this research uses multiple linear regression analysis techniques with data collection using questionnaires. The results of this research show that motivation has a positive and significant influence on employee performance, supervision has a positive and significant influence on employee performance, and work culture has a positive and significant influence on employee performance. Simultaneously work motivation, supervision and work culture have a positive and significant influence on employee performance

Research conducted by Ida (2020) entitled The Influence of Organizational Commitment, Motivation, Capability and Job Satisfaction on Employee Performance (Empirical Study at the Pematang Rejang Regency Inspectorate). This research uses a quantitative approach with inferential statistics and linear regression. The findings in this research are that organizational commitment has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Meanwhile, capability also shows results that have a significant effect on employee performance and job satisfaction has a significant effect on employee performance.

Research by Ras Muis, Jufrizen, and Fahmi (2019) entitled the influence of organizational culture and organizational commitment on employee performance. This research uses a quantitative approach with primary data (distribution of questionnaires), and uses multiple linear regression data analysis. The results of this research show that there is a positive and significant influence of organizational culture on employee performance, and organizational commitment has a positive and significant influence on employee performance. Meanwhile, simultaneously, there is a positive and significant influence between organizational culture and organizational commitment on employee performance.

Prasetyo Kurniawan's research (2018), entitled the influence of work discipline, motivation and organizational commitment on employee performance. This research uses a quantitative research approach with associative methods. Data analysis used used multiple linear regression analysis. This research shows the results that work discipline has a positive and significant effect on employee performance, motivation has a significant effect on employee performance, and organizational commitment has a significant effect on employee performance. Meanwhile, simultaneously work discipline, motivation and organizational commitment have a significant effect on employee performance.

Research conducted by Taufik et al (2020) entitled The Influence of Organizational Culture, Work Motivation and Organizational Commitment on Employee Performance, Case Study of PPL PNS Employees at the Bojonegoro Agriculture Service. The approach in this research is a quantitative approach with multiple linear regression data analysis methods. This research shows that organizational culture, work motivation and organizational commitment partially have a significant effect on employee performance. Meanwhile, simultaneously organizational culture, work motivation and organizational commitment together have a significant effect on employee performance.

Based on the literature study described above, the research model that will be used in this research is as follows:

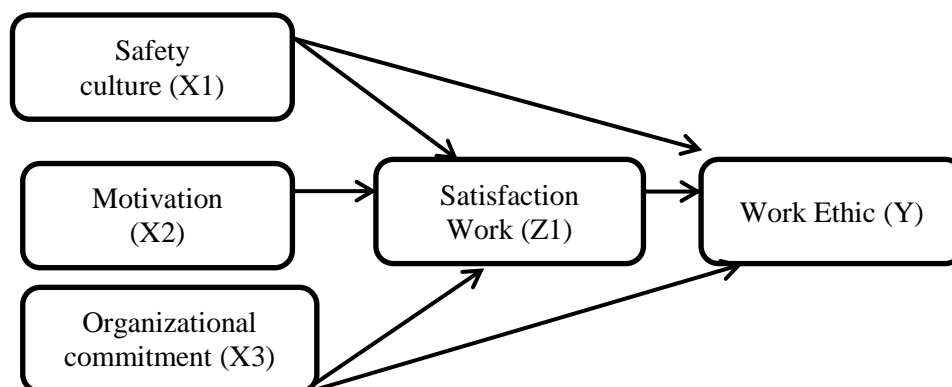


Figure 1 Conceptual Framework

Research Hypothesis

The research hypothesis that will be used in this research is as follows:

1. Safety culture has a positive and significant effect on Work Ethics
2. Motivation has a positive and significant effect on Work Ethic
3. Organizational commitment has a positive and significant effect on Work Ethics.
4. Job satisfaction has a positive and significant effect on Work Ethic
5. Safety culture has a positive and significant effect on Work Ethics through job satisfaction
6. Motivation has a positive and significant effect on work ethic through job satisfaction
7. Organizational commitment positively and significantly moderates the influence between Work Ethic and Job Satisfaction

Research methods

In conducting research, the method used is empirical empowerment which will test hypotheses built from theory and previous research. Therefore, the empowerment used in this research is positivism (quantitative). This research is inductive research which aims to generalize the results of empirical findings from all employees of the Maju Bersama Supermarket in Medan City so that general conclusions can be obtained. Meanwhile, this type of research is confirmatory research which describes the relationship between variables through hypothesis testing.

The population used in this research were all employees of the Maju Bersama Supermarket, Medan City throughout 2021-2022 with a population of 352 people. The number of samples used used the SEM method with a minimum sample size of 100 people. Meanwhile, the ideal and representative sample size was obtained through calculations, namely the number of research indicators multiplied by the number of variables, thus the number of samples for this research was 352 people.

This research consists of 5 (five) variables consisting of 3 (three) exogenous variables and 2 (two) endogenous variables. Exogenous variables include Safety Culture, Motivation and Organizational Commitment and two endogenous variables, namely job satisfaction and work ethic. Operational definitions become research elements that are indicators for each variable.

Table 1 Operational Definition of Variables

Variabel	Definisi	Indikator
Safety culture (X1)	Behavioral patterns (a set of values and norms) for work safety from most members of an organization/company, which are manifested in the form of attitudes (when making decisions) and actions that lead to the creation of safe work activities	<ol style="list-style-type: none"> 1. Employee roles 2. Work procedures 3. Get involved 4. Employee response
Motivation (X2)	A situation that encourages or causes someone to carry out an action or activity that occurs consciousl	<ol style="list-style-type: none"> 1. Public Interest 2. There is hope for promotion 3. Environmental conditions. 4. There are prizes. 5. Position placement
Organizational commitment (X3)	As a sense of identification (belief in the values of the organization), involvement (willingness to try as best as possible for the interests of the organization) and loyalty (the desire to remain a member of the organization in question) expressed by an employee towards his organization.	<ol style="list-style-type: none"> 1. Strong desire to remain as a member. 2. The desire to try hard 3. Acceptance of organizational values 4. Acceptance of organizational goals. 5. Awards from the organization
Satisfaction Work (Z)	An evaluation that describes a person's feelings of happiness or dissatisfaction at work .	<ol style="list-style-type: none"> 1. Mentally challenging work. 2. Appropriate salary or wages. 3. Supportive working conditions. 4. Supportive coworkers. 5. Suitability of personality to job.
Work Ethic (Y)	A set of positive behaviors rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm.	<ol style="list-style-type: none"> 1. Kerja adalah rahmat; 2. Kerja adalah amanah kerja 3. Kerja adalah ibadah 4. Kerja adalah seni; 5. Kerja adalah kehormatan

Sumber: Ferdinand (2012)

The data analysis technique uses the Structural Equation Model analysis tool which is useful for predicting the dependent variable, namely work ethic with a number of independent variables, namely the Safety Culture, Motivation and Organizational Commitment variables, satisfaction as an intervening variable. Hypothesis testing regarding the relationship between variables is very dependent on the quality of the data used in the test. Therefore, the data must be valid and reliable. Validity shows the extent to which a measuring instrument can measure what it wants to measure. In this research, a questionnaire was used as a measuring tool, therefore the questionnaire must be valid. Meanwhile, reliability is an index that shows the extent to which a measuring instrument is reliable, meaning that if the measuring instrument is used more than once, the results will remain consistent.

This stage tests the suitability of the model through reviewing various goodness of fit criteria. The following are several suitability indices and cut-off values to test whether a model can be accepted or rejected as needed, namely: X2-Chi-square statistics, RMSEA (The Root Mean Error of Approximation), GFI (Fitness Index), AGFI (Fitness Index Adjusted), CMIN/DF, is the Minimum Simple Discrepancy Function divided by the Degrees of Freedom, TLI (Tucker Lewis Index), CFI

(Comparative Fit Index). Indicators based on a model that are acceptable or not must meet the requirements as shown in Table 2:

Table 2 Goodness of Fit Criteria

Goodness of Fit Index	Cut -of Value	Information
Chi Square	As small as possible	The obtained SEM model is feasible
Significant Probability	≥ 0.05	Sig Prob ≥ 0,5 shows that the SEM model obtained is feasible
RMSEA	≤ 0.08	RMSEA ≤ 0.08 shows that the SEM model obtained is feasible
GFI	≥ 0.90	GFI ≥ 0.90 shows that the SEM model obtained is feasible
AGFI	≥ 0.90	AGFI ≥ 0.90 shows that the SEM model obtained is feasible
CMIN/DF	≤ 2.00	CMIN/DF ≤ 2.00 shows that the SEM model obtained is feasible
TLI	≥ 0.90	TLI ≥ 0.90 shows that the SEM model obtained is feasible
CFI	≥ 0.90	CFI ≥ 0.90 shows that the SEM model obtained is feasible

Source: Ferdinand (2012)

Research result

Structural Model Test

The structural model is the relationship between latent variables (variables that cannot be measured directly and require several indicators to measure them) independent and dependent. The results of the structural model test can be seen from Figure 1.

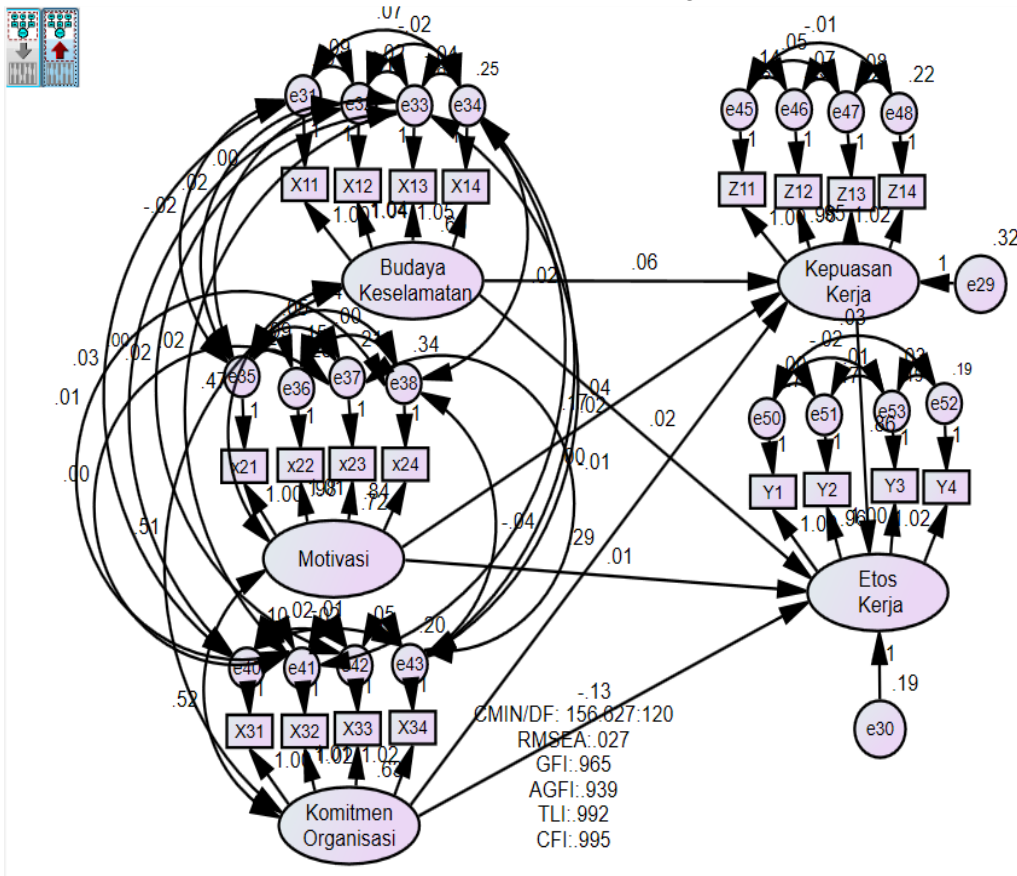


Figure 2 Structural Equation Model

Source: processed data (2023)



Tabel 3 Hasil uji normalitas Assesment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y4	1.000	5.000	-.833	-6.849	.916	3.768
Y3	1.000	5.000	-.779	-6.406	.932	3.833
Y2	1.000	5.000	-.875	-7.198	1.462	6.012
Y1	1.000	5.000	-.831	-6.832	.892	3.670
Z14	1.000	5.000	-1.021	-8.398	1.566	6.442
Z13	1.000	5.000	-.948	-7.798	1.148	4.721
Z12	1.000	5.000	-.681	-5.604	.693	2.851
Z11	1.000	5.000	-.734	-6.035	.579	2.380
X34	1.000	5.000	-1.056	-8.683	1.182	4.861
X33	1.000	5.000	-.980	-8.060	1.011	4.157
X32	1.000	5.000	-.791	-6.510	.328	1.348
X31	1.000	5.000	-.752	-6.183	.212	.872
X23	1.000	5.000	-1.133	-9.320	.776	3.191
X24	1.000	5.000	-.542	-4.461	-.066	-.270
x22	1.000	5.000	-1.116	-9.183	.687	2.827
X21	1.000	5.000	-.925	-7.609	.404	1.663
X14	1.000	5.000	-1.306	-10.743	1.578	6.490
X13	1.000	5.000	-1.029	-8.464	1.072	4.408
X12	1.000	5.000	-1.072	-8.818	.787	3.238
X11	1.000	5.000	-1.363	-11.215	1.836	7.553
Multivariate					131.271	44.582

Source: processed data (2023)

Based on Table 3, the normality test results show that the c.r. for multivariate in the range below ± 2.58, so it can be concluded that the research data is normally distributed in multivariate.

Outlier Evaluation Evaluation

Outlier detection is carried out to see univariate outliers and multivariate outliers. To see multivariate outliers, this is done by looking at the evenobis distance value. If the evenobis distance value is greater than the chi-square value, it means that a multivariate outlier problem occurs. Based on these provisions, in this study the chi-square value was 156.6 and the largest value at the evenobis distance was 92.050. Therefore, it can be concluded that in this study there are no multivariate outlier problems, because the chi-square value > even obis distance. The absence of multivariate outliers means that the data is suitable for use.

Table 4 Goodness of fit values and cut off values of the modified model

Criteria	Hasil Uji Model	Nilai	Keterangan
Significant Probability	≥ 0.05	0.014	Marjinal
RMSEA	≤ 0.08	0.027	Fit
GFI	≥ 0.90	0.965	Fit
AGFI	≥ 0.90	0.939	Fit
CMIN/DF	≤ 2.00	1.305	Fit
TLI	≥ 0.90	0.992	Fit
CFI	≥ 0.90	0.995	Fit

Source: processed data (2023)

Based on Table 4 Goodness of fit values and cut off values, the model built from the Structural Equation model meets the Goodness of fit assumptions and cut off values so that hypothesis testing

can be continued. From the model output results in Table 2 for the model suitability test criteria, several criteria are at marginal values. Marginal value is the condition of suitability of the measurement model under the criteria of absolute fit or incremental fit, but can still be continued in further analysis because the criteria are already good fit.

Direct Effect Hypothesis Test:

Hypothesis testing of direct influence The equation of each variable in Structural can be seen in Table 5:

Table 5 Hypothesis test of Equation Model Structure

Regression Weights: (Group number 1 - Default model)

Varibel		Estimate	S.E.	C.R.	P	Label
Satisfaction Work	<-- Safety_culture	.061	.079	.778	.436	Not significant
Satisfaction_Work	<-- Motivation	.165	.079	2.090	.037	Significant
Satisfaction_Work	<-- Organizational_commitment	.294	.103	2.847	.004	Significant
Work Ethic	<-- Safety_culture	.020	.068	.298	.766	Not significant
Work Ethic	<-- Motivation	.008	.070	.111	.912	Not significant
Work Ethic	<-- Organizational_commitment	-.128	.091	-1.404	.160	Not significant
Work Ethic	<-- Satisfaction Work	.860	.085	10.122	***	Significant

Source: processed data (2023)

In Table 5, the results of direct influence hypothesis testing with the interpretation of each path coefficient or direction of causal relationship, the results of hypothesis testing obtained are as follows:

1. Safety culture (X1) has no significant effect on job satisfaction (Z) with a positive relationship direction. This can be seen from the C.R. value. 0.778 and obtained a significance probability (p) of 0.436 which is greater than the significance level (α) determined at 0.05. Based on the research results, it shows that the safety variable does not have a significant effect on job satisfaction.
2. Motivation (X2) has a significant effect on job satisfaction (Z1) with a positive relationship. This can be seen from the C.R value of 2,090 and the obtained significance probability (p) of 0.037 which is greater than the significance level (α) determined at 0.05. Based on the research results, it shows that the motivation variable has a significant effect on job satisfaction.
3. Organizational Commitment (X3) has a significant effect on job satisfaction (Z) with a positive relationship. This can be seen from the C.R value of 2.847 and the significance probability (p) obtained is 0.004 which is smaller than the significance level (α) determined at 0.05. Based on the research results, it shows that the Organizational_Commitment variable has a significant effect on job satisfaction.
4. Safety culture (X1) has no significant effect on Work Ethics (Y) with a positive relationship. This can be seen from the C.R value of 0.298 and the obtained significance probability (p) of 0.766 which is greater than the significance level (α) determined at 0.05. Based on the research results, it shows that the safety culture variable does not have a significant effect on work ethic.
5. Motivation (X2) has no significant effect on Work Ethic (Y) with a negative relationship. This can be seen from the C.R. value. of 0.111 and obtained a significance probability (p) of 0.912 which



is greater than the significance level (α) determined at 0.05. Based on the research results, it shows that the motivation variable does not have a significant effect on work ethic.

6. Organizational Commitment (X3) has no significant effect on Work Ethic (Y) with a negative relationship. This can be seen from the C.R value of. -1.1140 and obtained a significance probability (p) of 0.270 which is greater than the significance level (α) determined at 0.05. Based on the research results, it shows that the Organizational_Commitment variable does not have a significant effect on job satisfaction.

7. Job satisfaction (Z) has a significant effect on Work Ethics (Y) with a positive relationship. This can be seen from the C.R value of 10.122 and the obtained significance probability (p) of 0.000 which is smaller than the significance level (α) determined at 0.05. Based on the research results, it shows that the safety culture variable has a significant effect on job satisfaction.

Indirect Influence Hypothesis Test:

Testing the hypothesis of direct influence. The equation of each variable in Structural can be seen in Table 6:

Table 6 Indirect Effect Standardized Indirect Effects (Group number 1 - Default model)

	Motivation	Safety_culture	Organizational commitment	Satisfaction Work
Satisfaction Work	.000	.000	.000	.000
Work Ethic	.170	.060	.283	.000

Standardized Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	Motivation	Safety_culture	Organizational commitment	Satisfaction Work
Satisfaction Work
Work Ethic	.060	.693	.017	...

Source: processed data (2023)

Based on Table 6, the explanation of the indirect influence is as follows:

1. The indirect influence of safety culture on work ethic through job satisfaction as an intervening variable is 0.060 with a p-value of 0.693 > 0.05, so job satisfaction does not significantly mediate the influence of safety culture on work ethic, meaning that job satisfaction does not play a significant role as a variable. mediation.
2. The indirect effect of motivation on work ethic through job satisfaction as an intervening variable is 0.170 with a p-value of 0.060 > 0.05, so job satisfaction does not significantly mediate the influence of motivation on work ethic, meaning that job satisfaction does not significantly act as a mediating variable.
3. The indirect effect of organizational commitment on work ethic through job satisfaction as an intervening variable is 0.283 with a p-value of 0.017 < 0.05, so job satisfaction significantly mediates the influence of organizational commitment on work ethic, meaning that job satisfaction significantly acts as a mediating variable.

Total Effect Hypothesis Test:

Hypothesis testing of the Total Equation effect of each variable in Structural can be seen in Table 7:



Table 7 Total Effects Standardized Total Effects (Group number 1 - Default model)

	Motivation	Safety_culture	Organizational commitment	Satisfaction Work
Satisfaction Work	.203	.072	.337	.000
Work Ethic	.179	.084	.140	.839

Source: processed data (2023)

Based on Table 4, the explanation of the total influence is as follows:

1. The total effect of safety culture on job satisfaction is 0.072
2. The total effect of motivation on job satisfaction is 0.203
3. The total effect of organizational commitment on job satisfaction is 0.337
4. The total influence of safety culture on work ethic is 0.084
5. The total effect of motivation on work ethic is 0.179
6. Total influence of organizational commitment on work ethic satisfaction 0.140
7. The effect of total job satisfaction on work ethic satisfaction is 0.839
8. The results of the total influence show that the biggest influence in total on job satisfaction is organizational commitment of 0.337, while the biggest influence in total on work ethic is job satisfaction of 0.839.

Discussion

The influence of safety culture on job satisfaction

The results of the analysis using structural equation modeling (SEM) with AMOS software prove that safety has no significant effect on job satisfaction. Research conducted by Misna and Indriani (2017), the results of this research show that leadership has a significant influence on employee performance, commitment has a significant influence on employee performance, and organizational culture has a significant influence on employee performance. Meanwhile, leadership and work culture simultaneously have a significant effect on employee performance. Redi's research (2018), the findings of this research show that organizational culture has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Meanwhile, organizational culture and job satisfaction simultaneously have a significant effect on employee performance. Based on the literature study described above, the research model is:

The influence of motivation on job satisfaction

The results of the analysis using structural equation modeling (SEM) with AMOS software prove that motivation has a positive and significant effect on job satisfaction. Research by Fahreza, Said and Shabri (2018), the results of this research show that there is a significant influence of work motivation on employee performance, the work environment has a significant influence on employee performance, and organizational culture has a significant influence on employee performance. Meanwhile, simultaneously there is a positive and significant influence between work motivation, work environment and work culture on employee performance. Having good employee performance has a positive and significant effect on bank performance. Susi and Nora's research (2018), the results of this research show that motivation has a positive and significant influence on employee performance, supervision has a positive and significant influence on employee performance, and work culture has a positive and significant influence on employee performance. Simultaneously work motivation, supervision and work culture have a positive and significant influence on employee performance

The influence of Organizational Commitment on job satisfaction

The results of the analysis using structural equation modeling (SEM) with AMOS software prove that Organizational Commitment has a positive and significant effect on job satisfaction. Research conducted by Misna and Indriani (2017), the results of this research show that leadership has a significant influence on employee performance, commitment has a significant influence on



employee performance, and organizational culture has a significant influence on employee performance. Meanwhile, leadership and work culture simultaneously have a significant effect on employee performance. Research by Ras Muis, Jufrizen, and Fahmi (2019), the results of this research show that there is a positive and significant influence of organizational culture on employee performance, and organizational commitment has a positive and significant influence on employee performance. Meanwhile, simultaneously, there is a positive and significant influence between organizational culture and organizational commitment on employee performance.

The influence of safety culture on work ethic

The results of analysis using structural equation modeling (SEM) with AMOS software prove that safety culture has no significant effect on work ethic. Redi's (2018) research entitled the influence of organizational culture and job satisfaction on employee performance. The findings from this research show that organizational culture has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Meanwhile, organizational culture and job satisfaction simultaneously have a significant effect on employee performance. Research by Fahreza, Said and Shabri (2018) The results of this research show that there is a significant influence of work motivation on employee performance, the work environment has a significant influence on employee performance, and organizational culture has a significant influence on employee performance. Meanwhile, simultaneously there is a positive and significant influence between work motivation, work environment and work culture on employee performance. Having good employee performance has a positive and significant effect on bank performance.

The Influence of Motivation on Work Ethic

The results of analysis using structural equation modeling (SEM) with AMOS software prove that motivation has no positive and insignificant effect on work ethic. Prasetyo Kurniawan's research (2018), this research shows the results that work discipline has a positive and significant effect on employee performance, motivation has a significant effect on employee performance, and organizational commitment has a significant effect on employee performance. Meanwhile, simultaneously work discipline, motivation and organizational commitment have a significant effect on employee performance. Research conducted by Merrita, Mei and Muninghar (2020) This research shows that organizational culture, work motivation and organizational commitment partially have a significant effect on employee performance. Meanwhile, simultaneously organizational culture, work motivation and organizational commitment together have a significant effect on employee performance.

The Influence of Organizational Commitment on Work Ethic

The results of the analysis using structural equation modeling (SEM) with AMOS software prove that Organizational Commitment has no positive and insignificant effect on job satisfaction. Research by Ras Muis, Jufrizen, and Fahmi (2019), the results of this research show that there is a positive and significant influence of organizational culture on employee performance, and organizational commitment has a positive and significant influence on employee performance. Meanwhile, simultaneously, there is a positive and significant influence between organizational culture and organizational commitment on employee performance. Prasetyo Kurniawan's research (2018), entitled the influence of work discipline, motivation and organizational commitment on employee performance. This research shows the results that work discipline has a positive and significant effect on employee performance, motivation has a significant effect on employee performance, and organizational commitment has a significant effect on employee performance. Meanwhile, simultaneously work discipline, motivation and organizational commitment have a significant effect on employee performance.

The influence of job satisfaction on work ethic

The results of the analysis using structural equation modeling (SEM) with AMOS software prove that safety culture has a positive and significant effect on job satisfaction. Research conducted by Ida (2020). The findings in this research are that organizational commitment has a positive and significant effect on employee performance. Motivation has a positive and significant effect on



employee performance. Meanwhile, capability also shows results that have a significant effect on employee performance and job satisfaction has a significant effect on employee performance.⁸ The influence of safety culture on work ethic through job satisfaction as an intervening variable. The results of the analysis using structural equation modeling (SEM) with AMOS software prove that job satisfaction does not significantly mediate the influence of safety culture on work ethic, meaning that job satisfaction does not significantly act as a mediating variable. Susi and Nora's research (2018), the results of this research show that motivation has a positive and significant influence on employee performance, supervision has a positive and significant influence on employee performance, and work culture has a positive and significant influence on employee performance. Simultaneously work motivation, supervision and work culture have a positive and significant influence on employee performance. Research conducted by Ida (2020), the findings in this research, are that organizational commitment has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Meanwhile, capability also shows results that have a significant effect on employee performance and job satisfaction has a significant effect on employee performance.

The influence of motivation on work ethic through job satisfaction as an intervening variable

The results of the analysis using structural equation modeling (SEM) with AMOS software prove that job satisfaction does not significantly mediate the influence of motivation on work ethic, meaning that job satisfaction does not significantly act as a mediating variable. Susi and Nora's research (2018), the results of this research show that motivation has a positive and significant influence on employee performance, supervision has a positive and significant influence on employee performance, and work culture has a positive and significant influence on employee performance. Simultaneously work motivation, supervision and work culture have a positive and significant influence on employee performance. Research conducted by Ida (2020),. The findings in this research are that organizational commitment has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Meanwhile, capability also shows results that have a significant effect on employee performance and job satisfaction has a significant effect on employee performance.

The influence of organizational commitment on work ethic through job satisfaction as an intervening variable

The results of the analysis using structural equation modeling (SEM) with AMOS software prove that job satisfaction significantly mediates the influence of organizational commitment on work ethic, meaning that job satisfaction significantly acts as a mediating variable. Research conducted by Ida (2020), the findings in this research, are that organizational commitment has a positive and significant effect on employee performance. Motivation has a positive and significant effect on employee performance. Meanwhile, capability also shows results that have a significant effect on employee performance and job satisfaction has a significant effect on employee performance. Research by Ras Muis, Jufrizen, and Fahmi (2019), the results of this research show that there is a positive and significant influence of organizational culture on employee performance, and organizational commitment has a positive and significant influence on employee performance. Meanwhile, simultaneously, there is a positive and significant influence between organizational culture and organizational commitment on employee performance. Prasetyo Kurniawan's research (2018), this research shows the results that work discipline has a positive and significant effect on employee performance, motivation has a significant effect on employee performance, and organizational commitment has a significant effect on employee performance. Meanwhile, simultaneously work discipline, motivation and organizational commitment have a significant effect on employee performance. This research shows that organizational culture, work motivation and organizational commitment partially have a significant effect on employee performance. Meanwhile, simultaneously organizational culture, work motivation and organizational commitment together have a significant effect on employee performance.



Conclusion

The conclusions of this research are prepared briefly and clearly to facilitate understanding of the results of this research as follows:

1. Safety culture has no significant effect on job satisfaction
2. Motivation has a significant effect on job satisfaction
3. Organizational Commitment has a significant effect on job satisfaction
4. Safety culture does not have a significant effect on Work Ethics
5. Motivation has no significant effect on Work Ethic
6. Organizational Commitment has no significant effect on Work Ethic
7. Job satisfaction has a significant effect on Work Ethic
8. Job satisfaction does not significantly mediate the influence of safety culture on work ethic, meaning that job satisfaction does not significantly act as a mediating variable.
9. Job satisfaction does not significantly mediate the influence of motivation on work ethic, meaning that job satisfaction does not significantly act as a mediating variable.
10. Job satisfaction significantly mediates the influence of organizational commitment on work ethic, meaning that job satisfaction significantly acts as a mediating variable.

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