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The Influence of Safety Climate, Internal Communication on Employee Performance through Job Satisfaction at PT BSA Logistics Surabaya

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ABSTRACT

This study aims to analyze the influence of safety climate and internal communication on employee performance, with job satisfaction serving as a mediating variable, at PT BSA Logistics Surabaya. The study employs a quantitative approach with a causal research design. The research population consists of all employees at PT BSA Logistics Surabaya, all of whom were included in the sample using a saturated sampling technique. Data were collected through the distribution of Likert-scale questionnaires. Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the aid of SmartPLS software. The results indicate that safety climate has a positive and significant effect on job satisfaction. Internal communication also has a positive and significant effect on job satisfaction. Furthermore, safety climate, internal communication, and job satisfaction all positively and significantly influence employee performance. Analysis of indirect effects reveals that job satisfaction mediates the impact of safety climate on employee performance, as well as the impact of internal communication on employee performance. These findings suggest that enhancing perceptions of workplace safety and fostering effective internal communication can boost job satisfaction, thereby leading to improved employee performance. Based on the findings, the company is advised to strengthen its safety culture, improve the effectiveness of inter-departmental communication, and focus on aspects that enhance employee job satisfaction to support sustained performance improvement.

Keywords: Safety Climate, Internal Communication, Job Satisfaction, Employee Performance, SEM-PLS.

1. INTRODUCTION

Service quality is greatly influenced by the quality of human resources (HR), because human resources are the main asset that determines the competitiveness of the organization. Human resources who have the appropriate competencies, knowledge, skills, and attitudes are able to increase motivation, innovation, collaboration, and adaptability to technological developments so that they have an impact on improving organizational performance. Therefore, companies need to optimize human resource management through the process of recruitment, training, and career development in a sustainable manner so that individual and organizational performance can continue to improve (Faaikoh et al., 2026).

Employee performance describes the work results achieved by individuals both quantitatively and qualitatively in accordance with the responsibilities given. Performance is an important indicator in assessing the success of an organization because it shows the level of productivity, quality of work results, initiatives, and contribution to the achievement of company goals (Prasmeswari, 2025). To produce optimal performance, organizations need to pay attention to various supporting factors, including safety climate, internal communication, and job satisfaction.

Safety climate is the collective perception of employees regarding the organization's commitment to occupational safety and health (K3), which is reflected in safety policies, procedures, and practices in operational activities. A positive perception shows the seriousness of management in building a safety culture so as to encourage compliance with procedures, reduce the risk of accidents, and increase work productivity (Hon & Chan, 2009). Various studies show that the safety climate has a positive effect on employee performance, both directly and through job

satisfaction (Utomo & Djunaidi, 2024). However, other studies have found that these influences are not always direct, but are mediated by variables such as job satisfaction so that their effectiveness depends on the characteristics of the organization and the performance indicators used (Prayoga & Wahyuningsih, 2023).

In addition to the safety climate, internal communication is also an important factor in supporting organizational effectiveness. Internal communication is the process of conveying information, ideas, and instructions clearly and in a timely manner between leaders and employees as well as between employees to create mutual understanding and strengthen work coordination (Yulianti et al., 2018). Effective communication can increase motivation, clarify roles, strengthen collaboration, and create harmonious working relationships. On the other hand, poor communication has the potential to lead to miscommunication, conflict, and decreased productivity (Mapetere & Manhiwa, 2021). Previous research has shown that internal communication generally has a positive effect on employee performance because it improves coordination and understanding of tasks (Mukarim, 2021). However, several studies obtained different results, namely internal communication did not have a significant influence on performance because it was more influenced by other factors such as motivation, SOPs, and supervision systems (Cori, 2019). The findings show that the influence of internal communication is contextual according to organizational characteristics.

The relationship between safety climate, internal communication, and performance is also inseparable from the role of job satisfaction. Job satisfaction is an evaluation or positive feelings of employees towards their work which is influenced by working conditions, relationships between employees, the reward system, and the suitability between expectations and perceived conditions. The level of job satisfaction is different for each individual because it is influenced by their own experiences and perceptions (Riah et al., 2026). In the perspective of Social Exchange Theory, organizational attention to employee welfare and safety will get a positive response in the form of increased job satisfaction (Blau, 1964). This concept is also in line with Maslow's theory of needs which explains that fulfilling the need for a sense of security is the basis for the formation of job satisfaction.

The results of previous research generally show that the safety climate has a positive effect on job satisfaction because it increases the sense of security, trust, and employee involvement in work (Vosoughi et al., 2025). However, there are studies that have found a negative relationship indicating that the influence of safety climate on job satisfaction can be influenced by other factors outside of the aspect of occupational safety (Maharani & Ramdhan, 2026).

Internal communication also contributes to increasing job satisfaction. Based on Social Exchange Theory, open, transparent, and supportive communication will make employees feel valued, listened to, and involved in the organization so that their psychological needs are met and job satisfaction increases (Blau, 1964). Empirical findings show that internal communication has a positive effect on job satisfaction (Azis & Ubaidillah, 2025), although some studies have obtained insignificant results showing that this effect depends on the quality of communication, participation, and employee engagement in the organization (Amelia & Emilisa, 2023).

The relationship between job satisfaction and employee performance has also been explained through Social Exchange Theory (Blau, 1964) and Expectancy Theory put forward by Vroom. Both theories explain that employees who receive organizational support and feel satisfied with their work will be encouraged to improve their productivity and work quality. Previous research has shown that job satisfaction has a positive influence on employee performance, both directly and in conjunction with other variables such as work motivation (Istiqamah, 2022). In addition, research by Tjiong Fei Lie and Hotlan Siagian (2018) proves that there is an indirect effect, namely job satisfaction increases motivation which in turn has an impact on performance. On the other hand, several studies show that job satisfaction is not necessarily able to improve performance if it is not supported by other factors such as training, work environment, and employee empowerment (Widya Nastiti, 2022). Thus, job satisfaction plays an important variable whose effectiveness is influenced by a combination of various organizational factors.

Based on this description, it can be concluded that the improvement of employee performance at container terminal depot companies is not only influenced by human resource competence, but also by the safety climate, internal communication, and job satisfaction. Although various studies have examined the relationship between these variables, the results still show inconsistencies, so further research is needed to examine the influence of safety climate and internal communication on employee performance by considering the role of job satisfaction as a variable that can explain the relationship.

PT BSA Logistics Surabaya is a company engaged in container terminal depots with the main function as a container storage and distribution place. The smooth operation of the company is highly dependent on the performance of employees in managing the process of entering and exiting goods effectively and efficiently. However, the results of observations show that there are still various obstacles that affect the implementation of operations, especially related to the implementation of a safety climate. Some workers are still not disciplined in using Personal Protective Equipment (PPE) when working in loading and unloading areas that have a fairly high risk of accidents. This condition shows that the work safety culture has not been implemented optimally, which has the potential to increase the risk of accidents and disrupt the company's productivity.

The operational characteristics of container depots have a high level of risk because they involve container loading and unloading activities, the use of heavy equipment such as reach stackers and forklifts, mobility of operational vehicles, and container maintenance activities in open areas. If safety procedures are not implemented consistently, these conditions can increase the chances of work accidents, equipment damage, and disruption of logistics processes. Therefore, the implementation of a good safety climate is an important factor to create a safe work environment while supporting the effectiveness of the company's operations.

The results of observations during the January-December 2025 period show that employee performance has fluctuated. In most

months the work target can be achieved, but there is a decline in performance in February, August, and November. The decline was influenced by working environment conditions, especially weather factors. During the rainy season, several depot areas experience waterlogging, the road surface becomes slippery and muddy, slowing down operational activities while increasing the risk of accidents. In contrast, in the dry season the exposed depot area produces large amounts of dust which reduces the comfort and concentration of workers. The condition of the work environment shows that physical factors in the workplace also affect work effectiveness and the achievement of company targets.

The problem of safety climate is also seen from the inadequate availability of PPE and the low compliance of workers in using it. In addition, the high mobility of reach stackers and forklifts causes heavy equipment and workers to often operate on the same line due to the limitations of the depot layout. This situation increases the risk of work accidents. Exposure to dust, damaged, slippery, and waterlogged road conditions also have the potential to interfere with the health and safety of workers. Therefore, companies need to improve the implementation of a safety climate so that employee safety, health, and performance can be optimally maintained.

In addition to the aspect of work safety, internal communication between divisions has also not run effectively. In the export process using CEIR documents, for example, documents are still found that are issued before obtaining complete approval from the survey and stacking departments. This condition shows weak coordination between the equipment, survey, and stacking divisions so that the work process becomes less effective and has the potential to cause operational delays. Similar problems also occur in the coordination between the repair department and the estimator, which causes information about the need for container repairs to be not fully conveyed so that some containers have to be repaired again. In addition, there is still a loss survey that results in a discrepancy between administrative data and the actual condition of containers in the field. Weak internal communication has the potential to increase administrative errors, hinder operations, reduce compliance with SOPs, and affect work safety and company professionalism.

In terms of job satisfaction, the results of observations show that the level of employee job satisfaction is still influenced by several factors. The company does not have a clear reward system for outstanding employees, so some workers feel that their contributions have not received adequate appreciation. Interpersonal relationships between employees have also not developed optimally due to the lack of activities that are able to strengthen bonding in the work environment. In addition, supporting facilities such as rest rooms, toilets, prayer rooms, and canteens still need to be improved. The conditions of the hot, dusty, slippery, and muddy work environment in the rainy season also reduce work comfort. These various conditions have the potential to reduce job satisfaction, work morale, and overall employee performance.

Based on this phenomenon, it can be concluded that employee performance at PT BSA Logistics Surabaya is influenced by various factors, including safety climate conditions, the effectiveness of internal communication, the quality of the work environment, and the level of job satisfaction. Improving work safety culture, inter-division coordination, reward systems, interpersonal relationships, and work facilities are expected to be able to create a safer, more comfortable, and more productive work environment to support the improvement of employee performance. This research aims to analyze the relationship between safety climate, internal communication, job satisfaction, and employee performance as the basis for developing strategies to increase the company's operational effectiveness.

The objectives of the study include: (1) analyzing the influence of safety climate on employee job satisfaction; (2) analyze the influence of internal communication on job satisfaction; (3) analyzing the influence of safety climate on employee performance; (4) analyze the influence of internal communication on employee performance; (5) analyzing the effect of job satisfaction on employee performance; (6) analyzing the influence of safety climate on employee performance through job satisfaction; and (7) analyzing the influence of internal communication on employee performance through job satisfaction.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Safety Climate

Safety climate is a shared perception that employees have about the level of attention the organization pays to occupational safety through the policies, procedures, and practices implemented. This perception reflects workers' assessment of management's seriousness in prioritizing safety, the implementation of work standards, and the formation of a safety culture in daily operational activities (Prihatiningsih & Sugiyanto, 2010). Thus, the safety climate is not only related to the existence of rules, but also how those rules are implemented consistently in the work environment.

According to Zulfirman and Djunaidi (2021), safety climate is a psychological aspect that describes the collective view of workers on the importance of safety in the workplace. This perception is influenced by organizational norms, habits, and rules that shape employee behavior and attitudes toward safety. Heryati et al. (2019) added that the safety climate is also determined by the support of the leadership, the availability of safety facilities, the implementation of training, and open communication regarding safety aspects. Therefore, the safety climate can be understood as an employee's perception of organizational practices, procedures, and behaviors that demonstrate a commitment to safety thereby encouraging worker compliance and reducing the risk of accidents.

Safety climate can measured through a number of indicators that describe the level of attention an organization pays occupational safety. Tanjung et al. (2020) stated safety climate indicators include communication and procedures, work pressure, work relationships, management commitments, training, safety regulations. Meanwhile, Lestari et al. (2020) explained safety climate measurement includes aspects management, risk level, work pressure, competence, occupational safety and health systems, as well procedures and regulations.

Based on the characteristics of the research at PT BSA Logistics Surabaya, the indicators used refer to Tanjung et al. (2020) and Lestari et al. (2020), namely management's commitment to safety, compliance with safety procedures, and safety training. These three indicators are considered to be able to describe the implementation of the safety climate in accordance with the company's operational conditions.

2.2 Internal Communication

Internal communication is a process of information exchange that takes place within the organization to support coordination, cooperation, and the achievement of company goals. This communication includes the clear delivery of information, ideas, and instructions so that a common understanding is created among the members of the organization. Yulianti et al. (2018) define communication as the process of exchanging information through the use of symbols that result in mutual understanding.

In an organizational environment, internal communication involves interaction between leaders and employees as well as between employees to strengthen work coordination and increase the involvement of organizational members (Faisal et al., 2025). Effective communication helps reduce work errors, clarify the division of tasks, and increase productivity. In addition, internal communication that runs well is able to create harmonious working relationships while directing all members of the organization to achieve common goals (Andi Miranda et al., 2023).

Heryudanto and Suratman (2022) stated that internal communication can be measured through three main indicators, namely communication with colleagues, communication with managers, and organizational communication policies. Communication with colleagues reflects the coordination and exchange of information between employees in completing work, while communication with managers shows the involvement of leaders and employees in the process of discussion and problem solving. The organization's communication policy describes the implementation of fair interaction through assigning tasks according to the employee's abilities and authority.

Another opinion explains that internal communication can also be measured through downward communication, upward communication, horizontal communication, and clarity of information. Downward communication functions to convey instructions, policies, and motivations from leaders to subordinates. Upward communication allows employees to provide reports, suggestions, and feedback to leaders. Meanwhile, horizontal communication supports coordination between employees who have equal positions, while clarity of information ensures that each information is easy to understand, minimizing misunderstandings in the implementation of work (Saputra, 2021).

In research at PT BSA Logistics Surabaya, the internal communication indicators used refer to Herlina et al. (2023), namely communication with colleagues, communication with superiors, and clarity of information. The three indicators were chosen because they were considered the most appropriate to describe the effectiveness of internal communication in supporting the implementation of work in the company.

2.3 Job satisfaction

Job satisfaction is a positive emotional condition that arises when employees assess their work according to expectations, both in terms of work, relationships with superiors and colleagues, and awards received. These conditions affect the motivation, commitment, and performance of employees in the organization (Baehaki & Faisal, 2020). Job satisfaction is multidimensional because it is formed through a comparison between individual expectations and work experience obtained, so that the level of satisfaction of each employee can be different even though they are in the same work environment (Riah et al., 2026). Therefore, job satisfaction is seen as the result of a thorough evaluation of work experience that affects employees' attitudes, behaviors, and contributions to the organization (Putriana & Herawati, 2018).

Putri (2017) explained that job satisfaction can be measured through several main indicators. The job itself describes the extent to which the job provides challenges, learning opportunities, responsibilities, and according to the employee's abilities. Supervision shows the quality of the relationship between superiors and subordinates through guidance, communication, justice, and support provided in the implementation of duties. Salary relates to employees' perception of the fairness of the compensation received compared to responsibilities and workloads. Promotion reflects the opportunity to get a better career path in a fair manner so that it can increase work motivation. Co-workers describe harmonious, mutually supportive social relationships, and able to create a conducive work environment. In addition, work conditions include physical and non-physical environments, such as safety, comfort, facilities, workload, and work time management that supports the implementation of tasks (Putri, 2017).

In this study, the job satisfaction indicators used and adjusted to the conditions of PT BSA Logistics Surabaya include satisfaction with salary, satisfaction with working conditions, and satisfaction with colleagues.

2.4 Employee Performance

Employee performance is the result of work achieved by individuals in carrying out tasks in accordance with the responsibilities given, both in terms of quality and quantity, so that it is a measure of the organization's success in achieving its goals (Prasmeswari, 2025). Sedarmayanti (2017) states that performance is a result of work that can be proven in real terms based on the implementation of tasks that are the responsibility of a person. This view is in line with Wibowo who explained that performance is the result obtained by individuals from the work for which they are responsible (Prof. Dr. Wibisono, S.E., 2016).

Performance assessment is carried out by comparing work results to organizational targets through various indicators, such as the quality of results, the number of outputs, the efficiency of resource use, and work attitudes that reflect commitment and the ability to work together. Ajabar (2020) added that performance can be assessed through productivity, output quality, initiative, and contribution to the achievement of company goals. Meanwhile, Syachrani et al. (2023) define performance as the willingness of individuals and groups to carry out tasks according to responsibilities in order to achieve the expected results. According to Tjiong Fei Lie and Hotlan Siagian (2018), performance also shows the level of conformity between the work results achieved and the work standards that have been set.

According to Robbins (2016), employee performance can be

measured through five main indicators. Quality indicates the level of quality of the work produced in accordance with the set standards. Quantity describes the amount of work or output that can be completed in a given period. Timeliness shows the ability to complete work according to a predetermined time target. Effectiveness reflects the level of success in the use of resources in achieving organizational goals optimally. Independence describes the ability of employees to complete work independently without requiring excessive supervision (Robbins, 2016).

In this study, the employee performance indicators used in accordance with the conditions of PT BSA Logistics Surabaya consist of five indicators, namely Quality, Quantity, Timeliness, Effectiveness, and Independence.

3. RESEARCH METHODOLOGY

This study uses a quantitative research method because it aims to test the relationship between variables that have a causal and causal relationship. This approach is used to test hypotheses through the collection and analysis of quantitative data on predetermined populations and samples (Sugiyono, 2019).

The research was carried out at PT BSA Logistics Surabaya which is located at Jalan Tambak Langon No. 25, Tambak Sari Oso, Asem Rowo District, Surabaya City, East Java. The location was chosen because it was in accordance with the research focus that discussed climate safety, internal communication, job satisfaction, and employee performance. The entire series of research, from preparation, data collection, data processing, to report preparation, was carried out at the company.

The research population includes all employees of PT BSA Logistics Surabaya who come from various divisions, both administrative and operational. This study uses all members of the population as a sample through the saturated sampling technique (census), which is a technique that makes all members of the population as respondents (Sugiyono, 2019). Thus, the results of the study are expected to be able to represent the condition of all employees of PT BSA Logistics Surabaya as a whole. Based on company data, the number of employees who became research respondents came from various divisions, such as depot heads, managers, estimators, finance, QC, equipment, sales, mechanics, surveyors, operators, stacking, office boys, washing, repair, and security.

Data collection is carried out through several techniques so that the information obtained is more complete and accurate. Observation was carried out by directly observing the condition of PT BSA Logistics Surabaya to get a real picture of the company's environment. Interviews are conducted directly with company leaders to obtain more in-depth information about the research object. In addition, the study used a closed questionnaire, which is an instrument that provides answers to respondents so that they choose the most suitable alternative. During the questionnaire filling out the process, the researcher also provides assistance if there are questions that require explanation (Sari Ramadani & Fauziah, 2023).

The research utilizes primary data and secondary data. Primary data was obtained directly through interviews with the head of PT BSA Logistics Surabaya and the distribution of questionnaires to employees.

Data analysis begins with a validity test to ensure that the research instrument is able to measure the variables being studied appropriately so as to produce valid data and in accordance with the research objectives (Sugiyono, 2019). After that, a reliability test was carried out to assess the level of consistency of the research instrument.

4. RESULTS AND DISCUSSION

4.1 Research Results

Descriptive analysis was carried out using mean values to provide an overview of the condition of each research variable without making broader generalizations (Sugiyono, 2019). The assessment is based on a five-point Likert scale with category intervals referring to Ghozali (2021), which are 1.00–1.80 (very low), 1.81–2.60 (low), 2.61–3.40 (medium), 3.41–4.20 (high), and 4.21–5.00 (very high).

The safety climate variable is measured through three indicators, namely management's commitment to safety, compliance with safety procedures, and safety training. Overall, the safety climate obtained a mean value of 3.91 which is in the high category. These findings show that employees have a positive perception of the implementation of occupational safety in the company. The management commitment to safety indicator obtained the highest average score of 3.96, which indicates the support of management in creating a safe work environment. Meanwhile, compliance with safety procedures and safety training each obtained a mean value of 3.88, indicating that employees have complied with applicable safety procedures and received training that is able to increase knowledge and awareness of occupational safety.

Internal communication variables were measured using indicators of communication with colleagues, communication with superiors, and clarity of information. The results of the analysis showed an overall average score of 4.03 which was in the high category. This indicates that internal communication at PT BSA Logistics Surabaya has been effective in supporting coordination and information delivery. The indicator of communication with the boss obtained a mean of 4.02, while communication with colleagues had an average value of 4.10 which showed that the working relationship between employees was going well. In addition, the information clarity indicator obtained a mean value of 3.97, which reflects that the information submitted by the company is considered clear and easy to understand so as to support the implementation of work.

Job satisfaction variables are measured through satisfaction with salary or rewards, satisfaction with working conditions, and satisfaction with colleagues. In general, this variable obtained a mean value of 3.96 which is in the high category, thus indicating that the level of employee job satisfaction is relatively good. Based on the indicators, satisfaction with working conditions obtained the highest average score of 4.06, which shows that the work environment is considered comfortable and able to support work activities. Satisfaction with salary or remuneration obtained a mean of 3.90, while satisfaction with colleagues was 3.92, indicating that the compensation received and the relationship between employees was considered satisfactory. Overall, the results show that job satisfaction is in the high category, although aspects of working conditions can still be improved to support employee satisfaction more optimally.

Employee performance variables are measured through five

indicators, namely quality, quantity, timeliness, effectiveness, and independence. The results of the analysis showed an average score of 3.93 which was in the high category. This condition illustrates that employees are able to carry out their work well according to company standards. The quality indicator obtained a mean value of 3.83, while the quantity reached 3.64 which shows the ability of employees to meet work targets. Furthermore, the timeliness obtained an average score of 3.87, effectiveness of 3.89, and independence of 3.82, which indicates that employees are able to complete work on time, utilize resources effectively, and work independently. Although all indicators were in the high category, the employee performance variable had the lowest average value compared to other research variables. These findings are in line with the phenomenon of fluctuations in the achievement of work targets that are the background of the research, so that performance improvement is still an aspect that needs the company's attention.

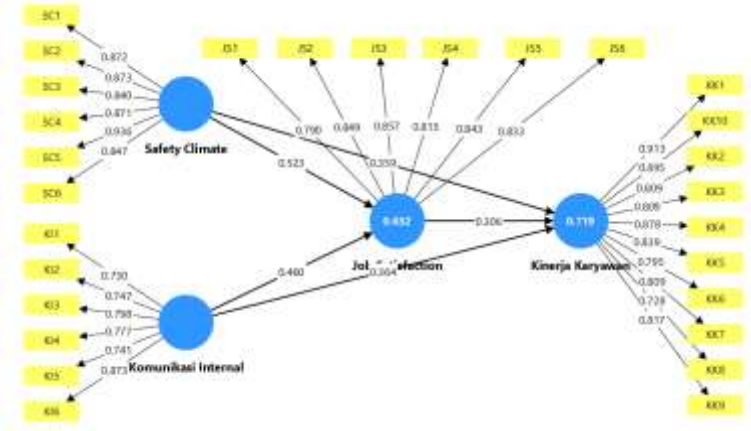


Figure 4.1 Test measurement model

Table 4.1 Outer loading variabel safety climate

Item	*Outer loading*	Analysis
SC1	0,872	Valid
SC2	0,873	Valid
SC3	0,840	Valid
SC4	0,871	Valid
SC5	0,936	Valid
SC6	0,847	Valid

Sumber: Output SmartPLS 4.0, data diolah (2026);
SC = Safety Climate

Table 4.2 Outer loading internal communication variables

Item	*Outer loading*	Analysis
KI1	0,730	Valid
KI2	0,747	Valid
KI3	0,798	Valid
KI4	0,777	Valid
KI5	0,741	Valid
KI6	0,873	Valid

Sumber: Output SmartPLS 4.0, data processed (2026);
KI = Internal Communication

Table 4.3 Outer loading variabel job satisfaction

Item	*Outer loading*	Analysis
JS1	0,790	Valid
JS2	0,849	Valid
JS3	0,857	Valid
JS4	0,815	Valid

JS5	0,843	Valid
JS6	0,833	Valid

Sumber: Output SmartPLS 4.0, data diolah (2026);
JS = Job Satisfaction

Table 4.4 Outer loading Employee Performance Variables

Item	*Outer loading*	Analysis
KK1	0,913	Valid
KK2	0,895	Valid
KK3	0,809	Valid
KK4	0,809	Valid
KK5	0,878	Valid
KK6	0,839	Valid
KK7	0,795	Valid
KK8	0,809	Valid
KK9	0,728	Valid
KK10	0,817	Valid

Sumber: Output SmartPLS 4.0, data diolah (2026);
KK = Employee Performance

The convergent validity is evaluated using the outer loading value of each indicator. Referring to Hair et al. (2017), the indicator is declared valid if it has an outer loading value ≥ 0.70, while a value between 0.40–0.70 is still acceptable if the Average Variance Extracted (AVE) and composite reliability have met the requirements. The test results showed that all indicators in the Safety Climate variable had an outer loading of 0.840–0.936, Internal Communication of 0.730–0.873, Job Satisfaction of 0.790–0.857, and Employee Performance of 0.728–0.913. All of these values are above the required minimum limit so that all indicators are declared valid and able to represent the constructed being measured.

Table 4.5 Cronbach's Alpha and Composite Reliability

Variabel	*Cronbach's Alpha*	*Composite Reliability*
Safety Climate (x1)	0,938	0,951
Internal Communication (x2)	0,870	0,902
Job Satisfaction (z)	0,911	0,931
Employee Performance (y)	0,950	0,957

Sumber: Output SmartPLS 4.0, data diolah (2026)

Table 4.6 Value Average Variance Extracted (AVE)

Variabel	AVE
Safety Climate (x1)	0,763
Internal Communication (x2)	0,607
Job Satisfaction (z)	0,691
Employee Performance (y)	0,690

Sumber: Output SmartPLS 4.0, data diolah (2026)

Table 4.7 Fornell-Larcker Criterion

	SC	KI	JS	KK
SC	0,874			
KI	0,779	0,307		
JS	0,664	0,620	0,831	
KK	0,674	0,664	0,770	0,831

Sumber: Output SmartPLS 4.0, data processed (2026); SC = Safety Climate , KI = Internal Communication, JS = Job Satisfaction, KK = Employee Performance

Reliability tests were performed using Cronbach's Alpha and Composite Reliability. The entire construct received a Cronbach's Alpha value between 0.870–0.950 and a Composite Reliability of 0.902–0.957. Because all values exceed the limit of 0.70, each variable has a good level of internal consistency so that the research instrument is declared reliable.

Convergent validity testing at the construct level is also strengthened through the Average Variance Extracted (AVE) value. The AVE value of each variable was 0.763 for Safety Climate, 0.607 for Internal Communication, 0.691 for Job Satisfaction, and 0.690 for Employee Performance. All of these values are above 0.50 so that each construct meets the requirements for convergent validity.

Table 4.8 Heterotrait-Monotrait Ratio (HTMT)

Relationships Between Constructs	HTMT
Internal Communication ↔ *Safety Climate*	0,339
Job Satisfaction ↔ *Safety Climate*	0,704
Job Satisfaction ↔ Internal Communication	0,686
Employee Performance ↔ *Safety Climate*	0,694
Employee Performance ↔ Internal Communication	0,697
Employee Performance ↔ *Job Satisfaction*	0,816

Sumber: Output SmartPLS 4.0, data diolah (2026)

Discriminant validity was evaluated using the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT). Based on the Fornell-Larcker criteria, the square root value of AVE in each construct is higher than the correlation with other constructs so that each variable is able to distinguish itself from other constructs. The HTMT results also show that all values are below the 0.90 limit, with the highest value being 0.816 in the relationship between Employee Performance and Job Satisfaction. These findings show that the validity of the discriminator has been met.

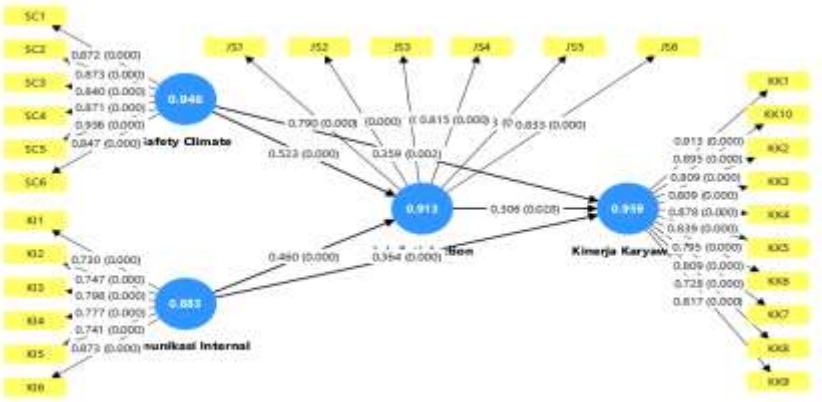
Table 4.9 Cross Loading

	JS	KK	KI	SC
JS1	0.790	0.597	0.481	0.438
JS2	0.849	0.631	0.413	0.614
JS3	0.857	0.608	0.445	0.683
JS4	0.815	0.596	0.608	0.440
JS5	0.843	0.681	0.588	0.600
JS6	0.833	0.716	0.553	0.521
KI1	0.552	0.387	0.730	0.306
KI2	0.457	0.501	0.747	0.138
KI3	0.437	0.421	0.798	0.075
KI4	0.588	0.598	0.777	0.303
KI5	0.338	0.432	0.741	0.247
KI6	0.483	0.689	0.873	0.324
KK1	0.811	0.913	0.728	0.687
KK10	0.771	0.895	0.663	0.713

	JS	KK	KI	SC
KK2	0.550	0.809	0.494	0.513
KK3	0.634	0.809	0.367	0.572
KK4	0.559	0.878	0.599	0.541
KK5	0.607	0.839	0.419	0.682
KK6	0.613	0.795	0.816	0.336
KK7	0.591	0.809	0.399	0.496
KK8	0.532	0.728	0.409	0.524
KK9	0.650	0.817	0.492	0.474
SC1	0.506	0.519	0.201	0.872
SC2	0.525	0.622	0.097	0.873
SC3	0.691	0.680	0.514	0.840
SC4	0.595	0.619	0.231	0.871
SC5	0.617	0.626	0.351	0.936
SC6	0.495	0.394	0.122	0.847

Source: SmartPLS 4.0 output, data processed (2026); JS = Job Satisfaction, KI = Internal Communication, KK = Employee Performance, SC = Safety climate

Cross loading testing further corroborates these results. All indicators have the highest loading value on the construct they represent compared to other constructs. The Job Satisfaction indicator has a loading of 0.790–0.857, Internal Communication of 0.730–0.873, Employee Performance of 0.728–0.913, and Safety Climate of 0.840–0.936. Thus, all indicators meet the criteria of discriminant validity based on cross loading.



Gambar 4.2 Bootstrapping

Table 4.10 Value R-Square

Variabel	R-Square
Job Satisfaction	0,632
Employee Performance	0,719

Sumber: Output SmartPLS 4.0, data diolah (2026)

The model's ability to explain endogenous variables is assessed through R-Square. The Job Satisfaction variable obtained an R-Square value of 0.632, which shows that Safety Climate and Internal Communication were able to explain 63.2% of the variation in Job Satisfaction, while the remaining 36.8% were influenced by other factors outside the model. Meanwhile, the R-Square value of Employee Performance of 0.719 shows that Safety Climate, Internal Communication, and Job Satisfaction are able to explain 71.9% of the variation in Employee Performance, while 28.1% is influenced by other variables. This value indicates that the model has a relatively good predictive ability, especially for Employee Performance.

Table 4.11 Value f-Square

Relationships Between Variables	*f-Square*	Category
Safety Climate → Job Satisfaction	0,674	Besar

Internal Communication → *Job Satisfaction*	0,521	Besar
Safety Climate → Employee Performance	0,249	Medium
Internal Communication → Employee Performance	0,281	Medium
Job Satisfaction → Internal Communication	0,123	Kecil

Sumber: Output SmartPLS 4.0, data diolah (2026)

The magnitude of the influence of each variable is analyzed using f-Square. Safety Climate on Job Satisfaction obtained a score of 0.674 and Internal Communication on Job Satisfaction of 0.521, so both are in the large category. The effect of Safety Climate on Employee Performance was 0.249 and Internal Communication on Employee Performance was 0.281 in the medium category. On the other hand, the effect of Job Satisfaction on Employee Performance is only 0.123 so it is categorized as a small influence. These results show that Safety Climate and Internal Communication contribute more strongly to Job Satisfaction than to Employee Performance.

Table 4.12 Collinearity Statistics (VIVID) Inner Model

Relationships Between Variables	LIVE
Internal Communication → *Job Satisfaction*	1,104
Safety Climate → *Job Satisfaction*	1,104
Job Satisfaction → Employee Performance	2,720
Internal Communication → Employee Performance	1,679
Safety Climate → Employee Performance	1,848

Sumber: Output SmartPLS 4.0, data diolah (2026)

The multicollinearity test was carried out using the Variance Inflation Factor (VIF). All relationships between variables have VIF values between 1.104 and 2.720, so they are still below the maximum limit of 5. Thus, the research model does not experience multicollinearity problems and meets the assumptions in the inner model.

Table 4.13 Model Fit

	Saturated Model	*Estimated Model*
SRMR	0,118	0,118

Sumber: Output SmartPLS 4.0, data diolah (2026)

Model fit was evaluated using Standardized Root Mean Square Residual (SRMR). Both the saturated model and the estimated model produced an SRMR value of 0.118. This value is still above the recommended limit (<0.10), so the model has not met the goodness of fit criteria based on the SRMR indicator.

Hypothesis testing was carried out by comparing T-Statistics and P-Values at a significance level of 5%. The results of the analysis showed that Safety Climate had a positive and significant effect on Job Satisfaction (β = 0.523; T = 5.080; P = 0.000), until H1 is accepted. Internal Communication was also proven to have a positive effect on Job Satisfaction (β = 0.460; T = 3,873; P = 0.000), until H2 is accepted.

Table 4.14 Hypothesis Test Results

Hipotesis	Relationships Between Variables	*Original Sample* (O)	*T-Statistics*	*P-Values*	Remarks
H1	*Safety Climate* → *Job Satisfaction*	0,523	5,080	0,000	Diterima
H2	Internal Communication → *Job Satisfaction*	0,460	3,873	0,000	Diterima

Hipotesis	Relationships Between Variables	*Original Sample* (O)	*T-Statistics*	*P-Values*	Remarks
H3	*Safeity Climatei* → Employee Performance	0,359	3,105	0,002	Diterima
H4	Internal Communication → Employee Performance	0,364	4,223	0,000	Diterima
H5	*Job Satisfaction* → Employee Performance	0,306	2,193	0,028	Diterima
H6	*Safety Climate* → *Job Satisfaction* → Employee Performance	0,160	2,055	0,040	Diterima
H7	Internal Communication → *Job Satisfaction* → Employee Performance	0,141	1,827	0,068	Rejected

Sumber: Output SmartPLS 4.0, data diolah (2026).

Furthermore, Safety Climate has a positive and significant effect on Employee Performance (β = 0.359; T = 3.105; P = 0.002), as well as Internal Communication which shows a positive influence on Employee Performance (β = 0.364; T = 4.223; P = 0.000). In addition, Job Satisfaction also has a positive and significant effect on Employee Performance with a coefficient of 0.306 (T = 2.193; P = 0.028). Therefore, H3, H4, and H5 are declared accepted.

Indirect influence testing showed that Job Satisfaction was able to mediate the relationship between Safety Climate and Employee Performance (β = 0.160; T = 2.055; P = 0.040). Because the direct influence of Safety Climate on Employee Performance is also significant, Job Satisfaction acts as a partial mediation so that H6 is accepted. In contrast, the mediation of Job Satisfaction in the relationship between Internal Communication and Employee Performance was not significant (β = 0.141; T = 1.827; P = 0.068), so that H7 is subtracted.

Overall, six of the seven hypotheses proposed were successfully supported by research data. The H1 to H6 hypothesis was accepted because it met the significance criteria with a positive coefficient direction, while H7 was rejected because Job Satisfaction was not proven to be a significant mediator on the relationship between Internal Communication and Employee Performance.

4.2 Discussion

1. The Effect of Safety Climate on Job Satisfaction

The results of the study show that the safety climate has a positive effect on employee job satisfaction at PT BSA Logistics Surabaya. In a high-risk container depot work environment, management's commitment to safety is the most felt factor by employees. The majority of respondents stated that they agree and strongly agree that companies pay attention to occupational safety, so that a feeling of safety, value, and protection emerges. This condition encourages the formation of job satisfaction because employees can carry out their work more comfortably.

However, there are still some respondents who express doubts about the availability of personal protective equipment (PPE) and the implementation of safety training. This indicates that safety facilities and training programs are not fully optimal. However, in general, the work environment is still considered safe enough so that it can create a sense of calm at work. In jobs that have high operational risks, such as heavy equipment activities, open work areas, and dusty and slippery environmental conditions when it rains, the perception of safety is a basic need before employees can feel job satisfaction.

These findings are in line with the research of Berry (2015), Huang et al. (2016), and Vosoughi (2025) who stated that a good safety climate can increase job satisfaction. Theoretically, a safe work environment meets the basic need for a sense of security, thus encouraging the emergence of a positive attitude in the form of job satisfaction.

2. The Influence of Internal Communication on Job Satisfaction

The results of the study prove that internal communication has a positive influence on job satisfaction and is the largest direct influence in the research model. Respondents gave a high assessment of communication between superiors and subordinates, especially regarding the clarity of direction and openness in receiving questions and inputs. This condition creates a more comfortable work atmosphere, increases the sense of attention, and ultimately strengthens job satisfaction.

Coordination between colleagues is also considered to be able to support smooth operational activities at the depot. However, some respondents still show doubts about the clarity of the information received. This phenomenon can be seen in the lack of optimal communication between the repair part and the estimator which causes the repair work of the container to be carried out again. Clarity of information allows employees to work without confusion, while less effective communication can lead to miscoordination, repetitive work, and decreased job satisfaction. Given that each division is interdependent in operational processes, effective communication is an important factor in shaping job satisfaction.

The results of this study are consistent with the findings of Widyawati et al. (2025), Damayanti (2023), Azis and Ubaidillah (2025), Anshori et al. (2023), and Kartika (2020) who stated that

internal communication has a positive effect on job satisfaction. Theoretically, effective communication can reduce uncertainty, clarify roles, minimize misunderstandings, and build harmonious interpersonal relationships so as to increase job satisfaction.

3. The Influence of Safety Climate on Employee Performance

The results of the study show that the safety climate has a positive effect on employee performance. In a high-risk container depot environment, a sense of security is an important factor that supports optimal job completion. The majority of respondents considered that the management had a commitment to work safety and the implementation of safety procedures had gone well. This condition allows employees to work more focused, calm, and not burdened by worries about the risk of work accidents.

However, employee performance variables received the lowest rating compared to other variables, especially in terms of quality and quantity of work. This shows that the safety climate that is not fully optimal, such as the uneven availability of PPE, still affects the consistency of work results. In operational activities involving reach stackers, forklifts, and container loading and unloading processes, a sense of security is the main capital so that employees are able to work carefully, quickly, and according to procedures. If safety protection is improved, concentration and work productivity will also increase.

These findings support the research of Santoso et al. (2022), Setiono (2018), and Utomo (2024) which states that the safety climate has a positive effect on employee performance. Theoretically, a safe work environment can reduce physical and psychological disturbances due to the risk of accidents so that employees' attention and energy can be focused on completing tasks optimally.

4. The Influence of Internal Communication on Employee Performance

The results of the study prove that internal communication has a positive effect on employee performance. In logistics companies that rely on coordination between departments, communication is an important factor in maintaining smooth operations. Respondents assessed that communication with superiors and colleagues had taken place well through clear direction and effective coordination, so that the process of completing work was faster and work errors could be minimized.

Although it has a positive influence, the direct contribution of internal communication to performance is smaller than its effect on job satisfaction. Some respondents still feel communication inconsistencies, especially when workload increases or information between departments has not been clearly conveyed. Phenomena such as the issuance of CEIR documents before all sections give approval or repetition of work due to lack of coordination between repairs and estimators show that the quality of communication greatly determines the results of the work. When information is conveyed precisely, clearly, and accepted by all parties involved, the operational process becomes smoother so that employee performance increases.

These results are in line with the research of Rizkyana et al. (2024), Munthe and Tiorida (2017), Hidayat (2021), and Mukarim (2021) who stated that internal communication has a positive effect on employee performance. Theoretically, internal communication functions as a coordination mechanism that harmonizes activities between individuals and between divisions so that collaboration becomes more effective and organizational performance increases.

5. The Effect of Job Satisfaction on Employee Performance

The results of the study show that job satisfaction has a positive effect on employee performance. Respondents gave the highest rating on satisfaction with salary or rewards, followed by satisfaction with relationships with colleagues. Satisfaction in both aspects encourages higher motivation, work morale, loyalty, and responsibility, thus making a positive contribution to performance improvement.

On the other hand, satisfaction with working conditions received the lowest rating, especially because the support facilities were not optimal and there was no clear reward system. This condition shows that job satisfaction is not evenly distributed in all aspects so that performance improvement has not been achieved optimally. Given the characteristics of work at PT BSA Logistics Surabaya that require precision, speed, and high cooperation, employees who feel satisfied with their work tend to be more committed to completing tasks according to the target. On the other hand, if the working conditions do not meet expectations, the drive to provide the best performance is reduced.

The findings of this study support the research results of Lie and Siagian (2018), Ambalele (2023), and Januar and Muryati (2025) which stated that job satisfaction has a positive effect on employee performance. Theoretically, job satisfaction encourages the formation of positive work attitudes and behaviors so that employees are encouraged to make greater efforts, dedication, and contributions in achieving optimal performance.

6. The Effect of Safety Climate on Employee Performance through Job Satisfaction

The results of the study show that the safety climate has a positive effect on employee performance through job satisfaction, so that job satisfaction plays a role as a mediating variable. Employees who feel a safe work environment and receive protection through the implementation of safety systems, especially from management's commitment to safety aspects, tend to have higher levels of job satisfaction. This satisfaction then encourages improvement in performance quality because employees become more focused, motivated, and responsible in completing their work.

The direct influence of safety climate on performance remains significant indicating the existence of partial mediation. This condition indicates that the safety climate is able to improve performance directly as well as through increasing job satisfaction. Thus, job satisfaction serves to strengthen the relationship between safety climate and performance, not to replace the direct influence that has been formed.

In the operational environment of PT BSA Logistics Surabaya which has a high level of risk, such as reach stacker activities, forklifts, open work areas, and dusty and slippery working conditions when it rains, the implementation of a safety climate is an important factor in creating a sense of security for employees. This feeling of security contributes to the emergence of job satisfaction which further encourages increased discipline, concentration, and responsibility in carrying out tasks. These findings indicate that performance improvements are influenced by a combination of a safe work environment and job satisfaction in response to the company's concern for occupational safety. The results of this study are in line with the findings of Wibowo (2016) and Prayoga and Wahyuningsih (2023) who stated that job satisfaction mediates the relationship between aspects of work safety and employee performance.

7. The Influence of Internal Communication on Employee Performance through Job Satisfaction

The results of the study show that job satisfaction is not able to mediate the relationship between internal communication and employee performance at PT BSA Logistics Surabaya. This indicates that internal communication has more direct influence on performance than through increased job satisfaction.

Effective internal communication continues to provide benefits for the implementation of work, such as smoothing coordination between departments, clarifying the division of tasks, and minimizing errors during the operational process. However, these benefits are not enough to increase job satisfaction which then has an impact on improving performance. In other words, employees view internal communication as a means of supporting smooth work rather than the main factor that shapes job satisfaction.

The operational characteristics of PT BSA Logistics Surabaya involving various divisions require fast, accurate, and clear communication so that all activities can take place according to procedures. This condition causes internal communication to play a direct role in helping employees understand work instructions, speed up coordination, and reduce operational errors so that it has an impact on improving performance. Meanwhile, job satisfaction is suspected to be more influenced by other factors, such as compensation, workload, career development opportunities, and work environment conditions.

These findings show that job satisfaction has not been able to become a link between internal communication and employee performance. Therefore, companies still need to strengthen the effectiveness of internal communication as an effort to improve performance, while paying attention to other factors that contribute to increasing job satisfaction so that employee performance can develop optimally. The results of this study are different from the findings of Saini et al. (2025) and Fadillah et al. (2025) who stated that job satisfaction is able to mediate the relationship between internal communication and performance. These differences are suspected to be influenced by different organizational characteristics, work culture, and operational conditions, resulting in unequal relationships between variables.

Conclusion

Based on the results of the study on the influence of safety climate and internal communication on employee performance with job satisfaction as an intervening variable at PT BSA Logistics Surabaya, it can be concluded that the safety climate has a positive and significant effect on job satisfaction. Good work safety conditions, especially through management's commitment to safety as the most dominant indicator, are able to increase the sense of security and appreciation felt by employees so that job satisfaction increases. However, companies still need to improve the completeness of personal protective equipment (PPE) and the implementation of safety training so that the implementation of the safety climate is more optimal.

In addition, internal communication has also been proven to have a positive and significant influence on job satisfaction and is the largest direct influence in the research model. The communication relationship between superiors and subordinates is the most dominant aspect because clear direction, information disclosure, and effective communication can increase employee job satisfaction.

The results of the study also show that safety climate has a positive and significant effect on employee performance. A safe work environment makes employees more focused, comfortable, and able to work optimally. However, the quality and quantity of work aspects are still a part that needs attention because they receive the lowest rating compared to other indicators. On the other hand, internal communication also has a positive and significant influence on employee performance. Good coordination between departments and clear information delivery help speed up job completion and reduce potential operational errors in the depot environment.

Job satisfaction has also been proven to have a positive and significant effect on employee performance. Satisfaction with salary is the most dominant aspect in shaping job satisfaction, while satisfaction with working conditions still needs to be improved in order to be able to support productivity more optimally.

In the indirect relationship test, job satisfaction was proven to be able to partially mediate the influence of safety climate on employee performance. This means that improving the safety climate not only has a direct impact on performance, but also through increasing job satisfaction. On the other satisfaction is unable to mediate the influence of internal communication on employee performance. This shows that internal communication is more effective in improving performance through direct influence than through increased job satisfaction.

Overall, six of the seven research hypotheses were declared accepted, while one hypothesis was rejected. The findings of the study indicate that job satisfaction plays a role as an intervening variable in the relationship between safety climate and employee performance, but not in the relationship between internal communication and employee performance. In addition, the quality and quantity of work aspects are still the main concerns that need to be improved so that the achievement of the company's goals can take place more effectively.

Based on the results of the study, the company is advised to increase the implementation of the safety climate by equally completing the availability of personal protective equipment (PPE), strengthening supervision of compliance with safety procedures, and carrying out regular safety training, especially in depot areas that have a high level of risk. These efforts are expected to increase the sense of security while strengthening employee job satisfaction.

Companies also need to improve the effectiveness of internal communication, especially in the delivery of information between departments. Coordination between repairs, estimators, and surveyors should be improved through periodic briefings and clearer documentation of work instructions so that miscommunication and repetition of work can be minimized.

Furthermore, improving working conditions needs to be a concern for companies by improving facilities, comfort, and safety of the work environment. The implementation of a transparent reward system based on performance achievements is also recommended so that employee motivation and job satisfaction increase. In addition, companies need to pay more attention to improving the quality and quantity of work through setting measurable targets, periodic evaluations, mentoring, and supervision of the accuracy of work results so that productivity can increase consistently.

For the next researcher, it is recommended to develop a research model by adding other variables that have the potential to affect employee performance, such as work motivation, leadership, organizational culture, and workload so that the research model becomes more comprehensive. The scope of the research should also be expanded to involve a larger number of respondents and

from several logistics companies or container depots so that the results of the study have a better level of generalization. In addition, the use of additional research methods, such as in-depth interviews and direct observations, can be considered to gain a deeper understanding of the factors that affect employee performance in the work environment.

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