The Influence of Occupational Safety and Health, Remuneration, and Organizational Climate on Performance With Organizational Commitment as an Intervening Variable

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A B S T R A C T

The purpose of doing this research was to analyze the Influence of Occupational Safety and Health, Remuneration, and Organizational Climate on Performance With Organizational Commitment as an Intervening Variable. The population of this study were all soldiers at the tegal naval base, totaling 187 soldiers. The technique used to collect data in this study is a questionnaire. The data analysis method used in this study is Partial Least Square Analysis. The result the application of occupational safety and health (K3) has an effect on organizational commitment, remuneration affects organizational commitment, organizational climate affects organizational commitment, the application of occupational safety and health (K3) affects the performance of Indonesian navy soldiers, remuneration has no effect on the performance, organizational climate affects the performance, organizational climate affects the performance of TNI navy soldiers, organizational commitment is not able to mediate the influence of the implementation of occupational safety and health (K3) on the performance, organizational commitment is not able to mediate the effect of remuneration on the performance of Indonesian Navy soldiers, organizational commitment is not able to mediate the influence of organizational climate on the performance

Key word: Occupational Safety and Health Implementation, Remuneration, Organizational Climate, Organizational Commitment, Performance

Acknowledgment

INTRODUCTION

Indonesia, as a maritime country that has a large territorial waters, of course, needs to guarantee stability in the region. The Indonesian Navy (TNI AL) is an important component in national defense, especially in the maritime field. Therefore, good performance of the Indonesian Navy will greatly support national security, especially at sea, and to achieve high performance of the Indonesian Navy requires high performance from every Indonesian Navy soldier.

In accordance with the aspirations of the state which currently focuses on the maritime sector, the Indonesian Navy has a new paradigm to support the realization of the ideals of a strong nation in maritime terms with the vision of turning the Indonesian Navy into a world-class navy (World Class Navy). The basis needed to become a world-class Indonesian Navy is development, education and training to ensure the ability and capacity of maritime forces for national security (Marsetio, 2014:). In realizing the new paradigm of the Indonesian Navy, which has a vision to become a World Class Navy, it is not only necessary to increase the quantity and quality of the main defense system equipment (alutsista), but also requires high organizational commitment from all Indonesian Navy soldiers.

This research will be conducted at the Tegal Naval Base to find out the relationship between the implementation of occupational safety and health (K3), remuneration and organizational climate on organizational commitment and performance of Tegal Naval Base soldiers. Each Indonesian Navy soldier will be assessed for individual performance to describe his performance qualifications. According to the Decree of the Chief of Staff of the Navy Number Kep/1941/IX/2017 dated 8 September 2017 concerning Technical Guidelines for Individual Performance Assessment within the Indonesian Navy, that the evaluation of individual performance of Indonesian Navy soldiers requires conditions in the form of organizational analysis, job analysis and work environment analysis. implemented in practice in each municipality/work unit in the ranks of the Indonesian Navy. Based on data from the Tegal Naval Base, data were obtained regarding routine assessments of military personnel which are carried out and evaluated every semester. The following is the results of the assessment of military personnel at the Tegal Naval Base from 2020-2022.

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Table 1.List of Military Personnel Routine Assessments at the Tegal Naval Base

Information	Samapta			Conduite		Number of Personnel
	B	C	K	75,00-79,99	80,00-84,99	
April 2020 - September 2020	44	103	2	70	79	149
October 2020 - March 2021	51	102	2	81	74	155
April 2021 - September 2021	40	106	3	84	65	149
October 2021 - March 2022	53	102	2	73	84	157

Source: Tegal Naval Base (2023)

From table 1 above it can be seen that the routine evaluation of soldiers at the Tegal Naval Base consists of two assessments, namely fitness (level of physical fitness of soldiers) and conduct (compliance with regulations). In the samapta assessment, it can be seen that there are still a number of soldiers who get a low score (K) and the majority of soldiers get an adequate rating (C). In the aspect of conduct, the majority of soldiers obtained an assessment score of 75.00-79.99. This shows that some soldiers show less than optimal performance.

In general, the implementation of occupational safety and health in Indonesia is classified as not optimal, as seen from the large number of work accidents. Based on BPJS Ketenagakerjaan data, the number of work accidents will reach 221,740 cases in 2020. This number will increase to 234,370 cases in 2021 and 265,334 cases as of November 2022. Occupational safety and health is one of the existing human resource maintenance programs in companies or organizations in various scope, including the Indonesian Navy (TNI AL). Indonesia mourns the loss of its best soldiers in the sinking of the KRI Nanggala-402 submarine. The sinking of the KRI Nanggala-402 began when this German-made submarine took part in a 2021 Indonesian Navy strategic weapon shooting exercise. Chief of Staff of the Indonesian Navy (KSAL) Admiral Yudo Margono explained that the initial analysis of the sinking of the KRI Nanggala-402 submarine was more on natural factors. All 53 crew members of the KRI Nanggala-402 submarine were declared dead. In view of ISO 31000 Risk Management, so that cases like the above do not occur again, it is important to implement Occupational Safety and Health (K3) better.

Occupational Safety and Health (K3) must be applied to work that may endanger the safety or health of employees so that employees remain safe at all times. All work must have

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risks, so it must be possible to manage risks by identifying, analyzing, and then assessing whether these risks need to be addressed to meet predetermined risk criteria.

Soldiers of the Indonesian National Armed Forces (TNI) apart from getting a basic salary, also receive performance allowances according to their position class. Payment of performance allowances is carried out through the mechanisms and procedures for the assessment and the provision of performance allowances. For TNI Navy soldiers, the provision of performance allowances is based on Regulation of the Chief of Staff of the Navy Number 25 of 2021. Currently, TNI Navy soldiers receive a performance allowance of 60%, which is felt to be different compared to performance allowances received by employees in other agencies such as in the attorney general's office and agencies within the supreme court and judicial bodies.

From the studies conducted regarding the relationship between remuneration, the application of occupational safety and health, organizational climate and performance, showing results that are not consistent with employee performance. This shows that there is a research gap between remuneration, OSH implementation, organizational climate and employee performance which is interesting to study. Research Research conducted by Maduningtas (2021), Cahyani et al. (2022), Qurbani (2019) and Putra (2018) show that the application of occupational safety and health has an effect on performance while research by Nisak (2017) and Yuliani (2019) shows that the application of Occupational Safety and Health has no effect on performance.

Research on the effect of remuneration on performance conducted by several previous researchers showed different results. Research conducted by Meilinda (219), Kusmeri. (2018), Niddin (2021) and Lubis (2018) show that remuneration has a positive and significant effect on employee performance. Meanwhile, research conducted by Supratikno (2022) and Agustininingsih (2019) shows that the difference in remuneration paid does not make a significant difference to employee performance.

Research related to organizational climate also has different results among several researchers so that there is a gap for further research. Research conducted by Irwan & Asri (2022), Arsan (2019), Hernawan (2022) and Jufrizen & Noor (2022) in their research proved that organizational climate had an effect on performance while research by Pasaribu & Indrawati (2019) proved that organizational climate had no effect on performance, while

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Masaunnisa's research (2019) proves that organizational climate has a negative effect on performance.

Jamal et al. (2021), Avriani, (2021) and Firdaus (2018) in their research succeeded in proving that organizational commitment affects performance but different results are proven in Sutopo's research (2018) which proves that organizational commitment does not affect performance and Hendrawan's research (2017) which proves that organizational commitment has a negative effect on performance.

Based on theoretical studies and empirical results as well as phenomena that exist in Indonesian Navy soldiers, it is proposed to develop research to improve the performance of Indonesian Navy soldiers not only on remuneration variables but also on the variables of occupational safety and health, organizational climate and organizational commitment. so the researchers included the organizational commitment variable as a mediating variable for the effect of remuneration on employee performance, as well as to mediate the influence of the variable implementation of occupational safety and health, remuneration and organizational climate on the performance of Indonesian Navy soldiers. Meanwhile, previous studies have examined more about the direct relationship between the effect of implementing occupational safety and health, remuneration and organizational climate on performance, which still creates research gaps.

Based on the description previously stated, the researcher is very interested in conducting research entitled The Influence of the Implementation of Occupational Safety and Health, Remuneration, and Organizational Climate on the Performance of Tegal Naval Base Soldiers with Organizational Commitment as an Intervening Variable.

RESEARCH METHODS

Instrument Validity and Reliability Test

Research activities have a goal to obtain the truth. In this case the issue of validity is a very important aspect considering that the truth is only obtained with a valid instrument. This validity test was carried out using the Pearson product moment correlation test technique. For the interpretation of the coefficients, if rcount > rtable is obtained, it can be concluded that the questionnaire items are included in the valid category.

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Reliability indicates an understanding that an instrument can be trusted enough to be used as a data collection tool because the instrument is good. A good instrument will not be tendentious in directing respondents to choose certain answers. Reliability testing with internal consistency was carried out by trying the instrument only once, then the data obtained was analyzed for the questions in this study using the Cronbach's Alpha technique (alpha coefficient). A measurement item can be said to be reliable if it has an alpha coefficient greater than 0.7. This analysis was carried out to get a descriptive picture of the respondents of this study, especially regarding the research variables used. This analysis was carried out using index statistical analysis techniques, to describe the respondents' perceptions of the question items asked.

Analisis Partial Least Square

In this research, data analysis uses Partial Least Square (PLS). PLS is a component- or variant-based Structural Equation Modeling (SEM) model. According to Ghozali (2016), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variant-based one. SEM which is based on covariance generally tests causality/theory while PLS is more of a predictive model.

RESULT

Variable descriptions are used to determine respondents' answers to the variables asked to respondents. This analysis uses index analysis and to get the tendency of respondents answers to each variable, it will be based on the average score (index) which is categorized into a range of scores based on the calculation of the three box method.

If the score is 10.00 - 40.00 then the respondent's perception of the variable under study is low, if the score is 40.01 - 70.00 then the respondent's perception of the variable under study is medium and if the score is 70.01 - 100 then the respondent's perception of the variable studied is high. In the following, the results of the analysis of the description of the respondents' answers will be presented using index analysis:

Variable Implementation of Occupational Safety and Health (K3)

The variable of implementing occupational safety and health is measured by 3 indicators which are described in 6 statements in the questionnaire.

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Table 2. Descriptive Statistical Analysis
Variable Implementation of Occupational Safety and Health (K3)

Indicator	Frequency of Respondents' Answers							INDEX (%)	Category
	SS	S	CS	N	KS	TS	STS		
Occupational health	0,15	0,15	0,22	1,47	2,95	36,67	48,45	90,06	Tall
Physical work environment	0,00	0,44	0,66	5,01	9,20	46,83	20,62	82,77	Tall
Psychological social environment	0,07	0,29	0,00	2,95	4,79	49,48	28,87	86,45	Tall
							Average Index	86,43	Tall

Source: Processed primary data, 2023

Based on table 3 above, it is known that the average value of the index for the variable implementation of occupational safety and health is 86.43, which is included in the high category. This means that according to the respondent the implementation of occupational safety and health at the Tegal Naval Base is already good. According to respondents, the Tegal Navy agency maintains the physical health of soldiers by carrying out routine tests and medical examinations (Urikkes) once a year. Urikkes is a right and obligation as a soldier in the Navy and civil servants within the Navy. In addition, according to respondents, the agency has occupational health and safety equipment according to the standards set.

Remuneration Variable

The remuneration variable is measured by 3 indicators which are described in 6 statements in the questionnaire.

Table 4.Remuneration Variable Descriptive Statistical Analysis

Indicator	Frequency of Respondents' Answers							Index (%)	Category
	SS	S	CS	N	KS	TS	STS		
Rewards	0,00	0,00	3,98	4,71	9,20	37,56	25,77	81,22	Tall
Award	0,00	0,15	1,99	7,66	10,68	46,39	12,37	79,23	Tall
remuneration	0,07	0,00	2,21	4,42	7,00	49,04	19,59	82,33	Tall
Average Index								80,93	Tall

Source: Processed primary data, 2023

Based on table 4 above, it is known that the average index value for the remuneration variable is 80.93 which is included in the high category, meaning that according to respon-

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dents the remuneration system at the Tegal Naval Base is already good. According to respondents, agencies provide basic salaries and performance allowances according to the severity of the task. The agency also provides adequate appreciation for the achievements of soldiers.

Organizational Climate Variables

The organizational climate variable is measured by 5 indicators which are described in 10 statements in the questionnaire.

Table 5. Descriptive Statistical Analysis of Organizational Climate Variables

Indicator	Frequency of Respondents' Answers							Index (%)	Category
	SS	S	CS	N	KS	TS	STS		
Structure	0,00	0,29	0,00	7,07	4,79	38,00	35,57	85,71	Tall
Responsibility	0,15	0,15	0,44	2,95	7,00	50,37	23,71	84,76	Tall
Risk	0,07	0,00	0,44	8,25	7,36	39,76	27,32	83,21	Tall
Warmth and support	0,15	0,15	0,44	6,19	6,26	43,74	26,80	83,73	Tall
Conflict	0,07	0,15	0,88	8,54	7,00	40,65	24,74	82,03	Tall
Average Index								83,89	Tall

Source: Processed primary data, 2023

Based on table 5 above, it is known that the average index value for the organizational climate variable is 83.89 which is included in the high category, meaning that according to respondents the organizational climate at the Tegal Naval Base is already good. According to the respondent, each task or job in the agency is clearly defined and structured and every soldier at the Tegal Naval Base knows clearly the hierarchy and command line in the agency that has the authority to make decisions. Interaction between superiors and subordinates as well as interaction between colleagues in agencies is well established.

Organizational Commitment Variable

Organizational commitment variable is measured by 3 indicators which are described in 6 statements in the questionnaire.

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Table 6. Descriptive Statistical Analysis of Organizational Commitment Variables

Indicator	Frequency of Respondents' Answers							INDEX (%)	Category
	SS	S	CS	N	KS	TS	STS		
affective commitment	0,22	0,15	0,22	4,42	8,10	41,97	29,38	84,46	Tall
Continuous commitment	0,22	0,29	0,66	3,83	7,36	34,46	38,66	85,49	Tall
'normative commitment'	0,22	0,15	0,00	5,89	3,68	46,83	27,84	84,61	Tall
Average Index								84,86	Tall

Source: Processed primary data, 2023

Based on table 6 above, it is known that the average index value for the organizational commitment variable is 84.86 which is included in the high category, meaning that according to respondents the organizational commitment of soldiers at the Tegal Naval Base is high. According to the respondent, soldiers at the Tegal Naval Base have a sense of belonging and a sense of love for the agency and feel a loss if they leave the agency (Leave from the Navy). Soldiers at the Tegal Naval Base are committed to staying in the agency even though they are facing difficult times because they have an obligation to be loyal to the agency, namely by carrying out their duties properly.

Soldier Performance Variables

Soldier performance variable is measured by 6 indicators which are described in 12 statements in the questionnaire.

Table 7. Descriptive Statistical Analysis of Soldier Performance Variables

Indicator	Frequency of Respondents' Answers							Index (%)	Category
	SS	S	CS	N	KS	TS	STS		
Quality	0,22	Tall	0,44	2,36	8,47	50,37	21,13	83,43	Tall
Quantity	0,15	Tall	0,44	1,47	5,89	52,58	24,23	85,20	Tall
Timeliness	0,15	Tall	0,22	4,12	15,10	41,53	19,59	81,30	Tall
Cost effectiveness	0,22	Tall	0,22	6,19	7,36	40,65	27,84	82,92	Tall
Need for supervision	0,22	Tall	0,88	3,53	7,73	45,07	26,29	83,87	Tall
Interpersonal impact	0,29	Tall	0,44	0,88	4,05	36,67	46,91	89,25	Tall
Average Index								84,33	Tall

Source: Processed primary data, 2023

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Based on table 7 above, it is known that the average value of the index for the soldier performance variable is 84.33 which is included in the high category, meaning that according to respondents the performance of soldiers at the Tegal Naval Base is high. According to the respondent, the soldiers at the Tegal Naval Base are committed to working well for the progress of the agency by upholding integrity while working.

Partial Least Square Analysis

The data analysis used to prove the hypothesis in this study is partial least squares analysis. The steps of the Partial Least Square method carried out in this study can be explained as follows:

Measurement Model

Measuring the outer modal means connecting latent variables with manifest variables.

1. Convergent validity

Convergent validity from the measurement model with reflexive indicators assessed based on the correlation between the item score and the construct score calculated by PLS. For research in the early stages of developing a measurement scale, a loading value of 0.5 is considered sufficient (Ghozali, 2018).

Tabel 8. Hasil Uji Convergent Validity

Occupational Safety and Health Implementation Variable

Variable	Declaration Item Code	Outer loading	Information
Implementation of Occupational Safety and Health	KKK1	0,881	Qualify
	KKK2	0,908	Qualify
	KKK3	0,786	Qualify
	KKK4	0,809	Qualify
	KKK5	0,879	Qualify
	KKK6	0,844	Qualify

Source: Processed primary data, 2023

Table 8 above shows the results of the outer loading variable for implementing occupational safety and health. Based on the results of the table above, the correlation value between the indicators and latent variables is obtained which shows the strengths and weaknesses of the indicators as a measure of the variable. The outer loading average of the K3 implementation variable is above 0.500, so that 6 statements regarding the OSH implementation variable are not excluded

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from the model and are a measure of the K3 implementation variable.

Table 9. Remuneration Variable Convergent Validity Test Results

Variable	Declaration Item Code	Outer loading	Information
Remuneration	REM1	0,789	Qualify
	REM2	0,719	Qualify
	REM3	0,839	Qualify
	REM4	0,847	Qualify
	REM5	0,810	Qualify
	REM6	0,842	Qualify

Source: Processed primary data, 2023

Table 9 above shows the results of the outer loading variable remuneration. Based on the results of the table above, the correlation value between the indicators and latent variables is obtained which shows the strengths and weaknesses of the indicators as a measure of the variable. The average outer loading of the remuneration variable is above 0.500, so that 6 statements regarding the remuneration variable are not excluded from the model and are a measure of the remuneration variable.

Table 10. Organizational Climate Variable Convergent Validity Test Results

Variable	Declaration Item Code	Outer loading	Information
Organizational Climate	IKO1	0,900	Qualify
	IKO2	0,826	Qualify
	IKO3	0,859	Qualify
	IKO4	0,874	Qualify
	IKO5	0,800	Qualify
	IKO6	0,866	Qualify
	IKO7	0,815	Qualify
	IKO8	0,860	Qualify
	IKO9	0,808	Qualify
	IKO10	0,884	Qualify

Source: Processed primary data, 2023

Table 10 above shows the results of the outer loading of organizational climate variables. Based on the results of the table above, the correlation value between the indicators and latent

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variables is obtained which shows the strengths and weaknesses of the indicators as a measure of the variable. The average outer loading of the organizational climate variable is above 0.500, so that 10 statements regarding the organizational climate variable are not excluded from the model and are a measure of the organizational climate variable.

Table 11. Convergent Validity Test Results Organizational Commitment Variable

Variable	Declaration Item Code	Outer loading	Information
Organizational Climate	KMO1	0,847	Qualify
	KMO2	0,879	Qualify
	KMO3	0,854	Qualify
	KMO4	0,867	Qualify
	KMO5	0,896	Qualify
	KMO6	0,908	Qualify

Source: Processed primary data, 2023

Table 11 above shows the results of the outer loading variable of organizational commitment. Based on the results of the table above, the correlation value between the indicators and latent variables is obtained which shows the strengths and weaknesses of the indicators as a measure of the variable. The outer loading average of the organizational commitment variable is above 0.500, so that 6 statements regarding the organizational commitment variable are not excluded from the model and are a measure of the organizational commitment variable.

Table 12. Soldier Performance Variable Convergent Validity Test Results

Variable	Declaration Item Code	Outer loading	Information
Kinerja Prajurit	KNP1	0,844	Qualify
	KNP2	0,898	Qualify
	KNP3	0,838	Qualify
	KNP4	0,892	Qualify
	KNP5	0,899	Qualify
	KNP6	0,771	Qualify
	KNP7	0,803	Qualify
	KNP8	0,896	Qualify
	KNP9	0,806	Qualify
	KNP10	0,815	Qualify
	KNP11	0,852	Qualify
	KNP12	0,900	Qualify

Source: Processed primary data, 2023

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Table 12 above shows the results of the outer loading variable of soldier performance. Based on the results of the table above, the correlation value between the indicators and latent variables is obtained which shows the strengths and weaknesses of the indicators as a measure of the variable. The average outer loading of the soldier's performance variable is above 0.500, so that 12 statements regarding the soldier's performance variable are not excluded from the model and are a measure of the soldier's performance variable.

2. Discriminant Validity

Discriminant validity means that two concepts that are conceptually different must show adequate differences. The point is that a set of indicators that are combined are expected not to be unidimensional. Ghozali (2018) suggests using AVE (average variance extracted) as a measure of convergent validity, where a minimum AVE value of 0.50 indicates a good measure of convergent validity.

Table 13. Discriminant Validity Test Results

Variable	Average Variance Extracted (AVE)	Criteria
Application of Occupational Safety and Health	0,727	Qualify
Remuneration	0,654	Qualify
organizational climate	0,722	Qualify
Organizational Commitment	0,766	Qualify
Performance	0,726	Qualify

Source: Processed primary data, 2023

Based on table 13, it can be seen that all variables have high discriminant validity values, namely above 0.5 so that based on the table a conclusion can be drawn that the data model tested meets the discriminant validity requirements.

3. Uji Composite Reliability

Composite reliability measures the true value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct:

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Table 14. Composite Reliability Test Results

Variable	Composite Reliability	Criteria
Application of Occupational Safety and Health	0,941	Reliable
Remunerasi	0,919	Reliable
organizational climate	0,963	Reliable
Organizational Commitment	0,952	Reliable
Performance	0,969	Reliable

Source: Processed primary data, 2023

The construct is said to be reliable if the composite reliability is more than 0.70 so that it can be concluded that the variables tested are valid and also reliable, so that it can be continued to test the structural model.

Measuring the Inner Model

After testing and measuring the model by assessing the validity and reliability, then testing the structural model (inner model) is carried out. Evaluation of the structural model or inner model aims to predict the relationship between latent variables.

The coefficient of determination (R^2)

R-square (R2 can be interpreted as the diversity of exogenous constructs simultaneously). The R2 value is used to measure the level of variation in the independent variable changes to the dependent variable. The higher the R2 value means the better the prediction model of the proposed research model

Table 15. R-square value results

No	Information	R-square	R-Square Adjusted
1	Organizational commitment (Y)	0,881	0,877
2	Employee Performance (Z)	0,800	0,791

Source: Processed primary data, 2023

Based on the results of data processing using PLS analysis, it can be seen that:

1) The R-square value of the primary data processing results of the organizational commitment variable is 0.881. The R-square value of 0.881 means that the variability of the organizational commitment construct can be explained by the construct of implementing occupational safety and health, remuneration and organizational climate of 88.1% or it can be said

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that the magnitude of the influence of implementing occupational safety and health, remuneration and organizational climate on organizational commitment is of 88.1%. The R-square result of 0.881 indicates that the research model is classified as "good".

2) The R-square value of the primary data processing results of the soldier's performance variable is 0.800. The R-square value of 0.800 means that the variability of the soldier's performance construct can be explained by the constructs of implementing occupational safety and health, remuneration, organizational climate and organizational commitment of 80% or it can be said that the magnitude of the influence of the application of occupational safety and health, remuneration, organizational climate and organizational commitment on the performance of soldiers is equal to 80%. The R-square result of 0.800 indicates that the research model is classified as "good".

4. Predictive Relevance (Q^2)

Q-Square predictive relevance for structural models, measuring how well the observed values are produced by the model and also the parameter estimates. The value of Q2 has the same meaning as the coefficient of determination (R-Square) in the regression analysis, where the higher the Q2, the better or more fit the model can be with the data. If the value obtained is 0.02 (small), 0.15 (medium) and 0.35 (large). Can only be done for endogenous constructs with reflective indicators. The results of calculating the value of Q2 are as follows:

$$Q^2 = 1 – [(1 – R^2\ 1) \text{ x } (1 – R^2 2)]$$
$$= 1 – [(1 – 0{,}881) \text{ x } (1 – 0{,}800)]$$
$$= 1 – (0{,}119 \text{ x } 0{,}200)$$
$$= 1 – 0{,}0238$$
$$= 0{,}9762$$

Based on the calculation results above, a Q-Square value of 0.9762 is obtained. This shows that the diversity of the research data that can be explained by the research model is 97.62%. While the remaining 2.38% is explained by other factors that are outside this research model. Thus, from these results, this research model can be stated to have good goodness of fit.

Hipothesis Analyse

Making a decision to accept or reject a hypothesis in the PLS method on direct effects is based on the significance value (P Value), and the t_count value. The criterion for accepti-

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ng or rejecting the hypothesis is if the t_count significance value is > 1.96 and/or the p-value <0.05 at the 5% significance level (α 5%) then the hypothesis is accepted, otherwise if the t_count value is <1.96 and/or the pvalue > 0.05 at the 5% significance level (α 5%) then the hypothesis is rejected. The results of calculating the t-statistic estimation can be seen in the path coefficient results in the table below:

Table 16. Inner Model Measurement Results

No.	Information	Original Sample (O)	t-Statistics (|O/STDEV|)	ρ-value	Decision
1	Application of occupational safety and health (X_1) → Organizational commitment (Y)	0,343	3,871	0,000	Influential
2	Remunerasi (X_2) → Organizational commitment	0,116	2,049	0,041	Influential
3	organizational climate (X_3) Organizational commitment (Y)	0,536	8,211	0,012	Influential
4	Application of occupational safety and health (X_1) → Performance (Z)	0,344	2,206	0,028	Influential
5	Remunerasi (X_2) → Performance (Z)	-0,051	0,630	0,529	No effect
6	organizational climate (X_3) → Performance (Z)	0,306	2,512	0,012	Influential
7	Organizational commitment (Y) → Performance (Z)	0,321	1,977	0,049	Influential
8	Application of occupational safety and health (X_1) → Organizational commitment (Y) → Performance (Z)	0,110	1,606	0,109	No effect
9	Remunerasi (X_2) → Organizational commitment (Y) → Performance (Z)	0,037	1,707	0,088	No effect
10	organizational climate (X_3) → Organizational commitment (Y) → Performance (Z)	0,172	1,916	0,056	Tidak Berpengaruh

Source: Processed primary data, 2023

Based on table 16, it can be interpreted as follows:

a. Hypothesis one states that There is a positive influence on the implementation of occupational safety and health (K3) on organizational commitment. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.343 with a t-statistic value of 3.871 > 1.96 at a significant 0.05 and had a ρ-value of

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0.000 <0.05 so it can be interpreted that the application of occupational safety and health (K3) has an effect on organizational commitment thus hypothesis one is accepted.

b. The second hypothesis states that There is a positive effect of remuneration on organizational commitment. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.116 with a t-statistic value of 2.049 > 1.96 at a significant 0.05 and had a ρ-value of 0.041 <0.05 so it can be interpreted that remuneration has an effect on organizational commitment thus the second hypothesis is accepted.

c. Hypothesis three states that There is a positive influence of organizational climate on organizational commitment. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.536 with a t-statistic value of 8.211 > 1.96 at a significant 0.05 and had a ρ-value of 0.012 <0.05 so it can be interpreted that organizational climate affects commitment organization thus the third hypothesis is accepted.

d. Hypothesis four states that "There is a positive influence on the implementation of occupational safety and health (K3) on the performance. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.344 with a t-statistic value of 2.206 > 1.96 at a significant 0.05 and had a ρ-value of 0.028 <0.05 so it can be interpreted that the application of occupational safety and health (K3) affects the performance of Indonesian Navy soldiers, thus hypothesis four is accepted.

e. Hypothesis five states that There is a positive effect of remuneration on the performance. The results of testing the hypothesis using PLS analysis obtained a negative original sample value of 0.051 with a t-statistic value of -0.630 < -1.96 at a significant 0.05 and had a ρ-value of 0.529 > 0.05 so that it can be interpreted that remuneration has no effect on the performance of Indonesian Navy soldiers, thus hypothesis five is rejected.

f. Hypothesis six states that There is a positive influence of organizational climate on the performance. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.306 with a t-statistic value of 2.512 > 1.96 at a significant 0.05 and had a ρ-value of 0.012 <0.05 so it can be interpreted that

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organizational climate affects performance TNI Navy soldiers thus hypothesis six is accepted.

g. Hypothesis seven states that There is a positive influence of organizational commitment on the performance. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.321 with a t-statistic value of 1.977 > 1.96 at a significant 0.05 and had a ρ-value of 0.049 <0.05 so it can be interpreted that organizational climate affects performance TNI Navy soldiers thus hypothesis seven is accepted.

h. Hypothesis eight states that There is a positive influence on the implementation of occupational safety and health (K3) on the performance with organizational commitment as a mediator. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.110 with a t-statistic value of 1.606 <1.96 at a significant 0.05 and had a ρ-value of 0.109 > 0.05 so it can be interpreted that organizational commitment is not able to mediate the influence of the application of occupational safety and health (K3) on the performance of Indonesian Navy soldiers, thus hypothesis eight is rejected.

i. Hypothesis nine states that There is a positive effect of remuneration on the performance with organizational commitment as a mediator. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.037 with a t-statistic value of 1.707 <1.96 at a significant 0.05 and had a ρ-value of 0.088 > 0.05 so it can be interpreted that organizational commitment is not able to mediate the influence of remuneration on the performance of Indonesian Navy soldiers, thus hypothesis eight is rejected.

j. Hypothesis ten states that There is a positive influence of organizational climate on the performance with organizational commitment as a mediator. The results of testing the hypothesis using PLS analysis obtained a positive original sample value of 0.172 with a t-statistic value of 1.916 <1.96 at a significant 0.05 and had a ρ-value of 0.056 > 0.05 so it can be interpreted that organizational commitment is not able to mediate the influence of organizational climate on the performance of Indonesian Navy soldiers, thus hypothesis eight is rejected.

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CONCLUSION

Based on the results of the analysis and testing of the tested hypotheses, several conclusions were drawn, namely the results of the study proved that the application of occupational safety and health (K3) has an effect on organizational commitment, meaning that the better the application of occupational safety and health (K3) by agencies, the Soldiers' organizational commitment to the agency is getting higher, remuneration affects organizational commitment, meaning that the better the remuneration system provided by the agency, the higher the organizational commitment of soldiers to the agency, organizational climate affects organizational commitment, meaning that the better the remuneration system provided by the agency, the higher the organizational commitment of soldiers to the agency, the application of occupational safety and health (K3) affects the performance of Indonesian Navy soldiers, meaning that the better the application of occupational safety and health (K3) in the institution, the higher the soldier's performance, remuneration has no effect on the performance of Indonesian Navy soldiers, meaning that the level of performance of Indonesian Navy soldiers is not affected by remuneration, organizational climate affects the performance of TNI Navy soldiers, meaning that the better the organizational climate in the Navy, the performance of soldiers will increase, organizational climate affects the performance of TNI Navy soldiers, meaning that the better the organizational climate in the Navy, the performance of soldiers will increase, organizational commitment is not able to mediate the influence of the implementation of occupational safety and health (K3) on the performance of Indonesian Navy soldiers, meaning that the level of organizational commitment of soldiers does not influence the effect of implementing occupational safety and health (K3) on the performance of Indonesian Navy soldiers, organizational commitment is not able to mediate the effect of remuneration on the performance of Indonesian Navy soldiers, meaning that the level of organizational commitment of soldiers does not influence the effect of remuneration on the performance of Indonesian Navy soldiers, organizational commitment is not able to mediate the influence of organizational climate on the performance of Indonesian Navy soldiers, meaning that the level of organizational commitment of soldiers does not influence the influence of organizational climate on the performance of Indonesian Navy soldiers.

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