

## THE INFLUENCE OF LEADERSHIP, DISCIPLINE, AND SAFETY CULTURE ON JOB SATISFACTION OF SQUADRON 32 PERSONNEL

Alis Andi Cahyono

Universitas Dirgantara Marsekal Suryadarma, Indonesia

E-mail: [alisandi568@gmail.com](mailto:alisandi568@gmail.com)

### INFO ARTIKEL

**Riwayat Artikel:**

Received :06-072026

Revised :21-07-2026

Accepted :31-07-2026

**Keywords:**

leadership, work discipline, organizational culture, job satisfaction, motivation

**DOI:** <https://doi.org/10.62335>

### ABSTRACT

*This study examines the influence of leadership, work discipline, and organizational culture on job satisfaction and work motivation in the 32nd Squadron of the Indonesian Air Force. The quantitative methodology was used in the study which was carried out for three months at Abdulrachman Saleh Air Base, Malang, East Java. The sample of this study involved 70 personnel from a total population of 122 involved in flight operations. Analysis using the structural equation model shows that leadership has a negative and insignificant influence on work motivation and job satisfaction. Work discipline showed a significant negative influence on job satisfaction and a positive but insignificant influence on work motivation. Organizational culture significantly increases job satisfaction and job motivation. In addition, work motivation has a positive and significant effect on job satisfaction. These findings emphasize the importance of strengthening organizational culture and maintaining strict work discipline to increase job satisfaction and motivation in a military environment. This research provides insight into how organizational factors affect employee outcomes in a stressful environment.*

## ABSTRAK

Penelitian ini mengkaji pengaruh kepemimpinan, disiplin kerja, dan budaya organisasi terhadap kepuasan kerja dan motivasi kerja di Skadron 32 TNI Angkatan Udara. Studi ini menggunakan metodologi kuantitatif dan dilaksanakan selama tiga bulan di Pangkalan Udara Abdulrachman Saleh, Malang, Jawa Timur. Sampel penelitian melibatkan 70 personel dari total populasi 122 orang yang terlibat dalam operasi penerbangan. Analisis menggunakan model persamaan struktural (SEM) menunjukkan bahwa kepemimpinan memiliki pengaruh negatif dan tidak signifikan terhadap motivasi kerja serta kepuasan kerja. Disiplin kerja menunjukkan pengaruh negatif yang signifikan terhadap kepuasan kerja, serta pengaruh positif namun tidak signifikan terhadap motivasi kerja. Budaya organisasi secara signifikan meningkatkan kepuasan kerja dan motivasi kerja. Selain itu, motivasi kerja memiliki pengaruh positif dan signifikan terhadap kepuasan kerja. Temuan ini menekankan pentingnya memperkuat budaya organisasi dan mempertahankan disiplin kerja yang ketat guna meningkatkan kepuasan dan motivasi kerja di lingkungan militer. Penelitian ini memberikan wawasan mengenai bagaimana faktor-faktor organisasi memengaruhi hasil kerja personel dalam lingkungan yang penuh tekanan.

## INTRODUCTION

Aviation safety is a critical aspect of operations in both civilian and military environments because accidents are often produced by interactions between human actions, technical systems, and latent organizational conditions (Reason, 1997). In the military context, particularly in units such as the 32nd Air Squadron, aviation safety has a more complex dimension because it involves high-risk operations requiring precision and effective coordination (Reason, 1997; Hopkins, 2016). Any minor mistake in aviation operations can have fatal consequences for personnel and the advanced equipment used. Therefore, maintaining safety becomes a top priority that must be balanced with efforts to enhance the job satisfaction of personnel directly involved in each aviation mission.

Effective leadership is a key factor influencing aviation safety in the 32nd Air Squadron (Northouse, 2016). In a military organization, leadership is not only about directing subordinates to achieve goals but also about ensuring the welfare of personnel so they can perform optimally under high-pressure situations (Robbins & Judge, 2015). A good leader can provide motivation, clear direction, and maintain high team morale, especially in operational conditions that demand swift decision-making and high accuracy (Bass, 1990; Bass & Avolio, 1994).

Transformational leadership theory, as proposed by Bass and Avolio (1994), is highly relevant in this context. This theory emphasizes the importance of leaders inspiring their subordinates through empowerment and positive influence. In a military squadron, transformational leadership can be applied to improve personnel performance and motivation, particularly when dealing with high-risk situations that require composure and full focus from all team members (Northouse, 2016).

In addition to leadership, discipline also plays a crucial role in maintaining aviation safety in the 32nd Air Squadron. Discipline, in the military context, refers to adherence to established rules, procedures, and instructions (Siagian, 2012). Gordon (2015) asserts that strict discipline is essential in military aviation operations to ensure that every personnel member understands their responsibilities and can perform tasks according to operational standards.

High discipline not only ensures the smooth running of aviation operations but also enhances individual and collective responsibility in maintaining safety. With consistent discipline, operational errors can be minimized, making personnel feel safer in carrying out their duties. This, in turn, contributes to increased job satisfaction among personnel involved in each aviation mission (Mirawati et al., 2022; Oktavianti et al., 2022).

Apart from leadership and discipline, organizational culture is another important element that affects job satisfaction in the 32nd Air Squadron. Schein (2010) defines organizational culture as the values, beliefs, and behaviors shared by members of an organization that shape how they interact and perform their duties. A strong organizational culture encourages personnel to prioritize safety, efficiency, and professionalism in every aspect of their work (Schein, 2010; Reason, 1997).

In the context of the 32nd Air Squadron, organizational culture is manifested through regular training programs, simulations, and the habitual reinforcement of behaviors that support the implementation of high standards (Hopkins, 2016). This culture is not only formed by formal regulations but also by the commitment of all squadron members, especially the leaders, to demonstrate concern for safety and well-being. When this culture is well-established, personnel will feel more confident and comfortable in carrying out their tasks, which ultimately enhances job satisfaction (Herzberg, 1968; Pratiwi et al., 2023).

Job satisfaction among personnel in the 32nd Air Squadron is influenced by a combination of leadership, discipline, and organizational culture (Herzberg, 1968; Pratiwi et al., 2023). Yukl (2015) suggests that high job satisfaction levels improve overall organizational performance and productivity. Satisfied personnel are more motivated to work professionally, thereby enhancing safety and the success rate of each aviation mission (Putra & Pasaribu, 2023).

Previous empirical studies have demonstrated relationships among leadership, work discipline, organizational culture, motivation, and job satisfaction in civilian organizational settings (Oktavianti et al., 2022; Pratiwi et al., 2023; Putra & Pasaribu, 2023), but evidence from military aviation units remains limited. Therefore, this study

aims to examine the influence of leadership, discipline, and organizational culture on job satisfaction in the 32nd Air Squadron. By understanding the relationship among these factors, the research findings are expected to contribute significantly to improving safety and personnel well-being in the military aviation environment. Furthermore, the results of this study are also intended to provide strategic policy recommendations for the leadership of the 32nd Air Squadron.

Specifically, the study will identify the extent to which each factor—leadership, discipline, and organizational culture—affects personnel job satisfaction. This analysis is crucial for determining which factor has the most dominant influence so that improvement efforts can focus on the aspect that provides the greatest impact on safety and job satisfaction for aviation personnel.

## **METHOD**

### **Research Design**

This study uses a quantitative methodology, particularly focusing on the exploration of numerical information and employing measurable assessments. Quantitative methodology generates data that can be processed using statistical methods. According to Sujarweni (2015:67), the quantitative method aims to test hypotheses through numerical data collection and statistical analysis.

### **Research Location**

The research was conducted at Squadron 32, located at Abdulrachman Saleh Air Base, Malang, East Java. The research duration is three months, from February to April 2024.

### **Population and Sample**

The population in this study includes all personnel of Squadron 32 involved in flight operations. The total population is 122 personnel. This study employs a sampling technique, resulting in a sample size of 70 personnel.

### **Data Analysis Methods**

#### **Convergent Validity Test**

According to Solihin and Ratmono (2020:45), convergent validity in reflective measurement models must meet the requirement of an AVE (*Average Variance Extracted*) value greater than 0.5. This means that a latent variable can explain more than half of the average variance of its indicators if the AVE value is  $\geq 0.5$ .

#### **Reliability Test**

According to Sholihin and Ratmono (2013:92) as well as Sarwono and Narimawati (2015:18), a latent variable is considered to have good reliability if the *composite reliability* value exceeds 0.70 and the *Cronbach's Alpha* value is greater than 0.70.

### **Classical Assumption Tests**

#### **Normality Test**

The classical assumption test includes five main tests: normality test, autocorrelation test, linearity test, regression test, and multicollinearity test. However, this study only employs the normality and multicollinearity tests. According to Widardjono (2013:73), the normality test is conducted by examining the *skewness* and *kurtosis Critical Ratio* (CR) values. At a 5% (0.05) significance level, the data is considered normally distributed if the CR value falls within the range of -2.58 to 2.58.

#### Multicollinearity Test

The multicollinearity test was conducted using the Smart PLS 3.0 application. According to the results from this application, multicollinearity is not present if the VIF (*Variance Inflation Factor*) value is  $\leq 5.00$ . If the VIF value exceeds this threshold, multicollinearity issues arise.

#### Goodness of Fit (GOF) Test

The *goodness of fit* test aims to assess the model's fit with the sample data. According to Ghazali (2018:98), the *goodness of fit* test involves indices such as *Chi-square*, NFI (*Normed Fit Index*), and SRMR (*Standardized Root Mean Square Residual*). If the SRMR value is  $\leq 0.09$ , the result is considered acceptable. Additionally, a low *Chi-square* value and an NFI value close to or greater than 0.5 indicate a good model fit.

#### Coefficient of Determination Test

According to Ghazali (2018:97), the coefficient of determination ( $R^2$ ) indicates the extent to which independent variables can explain the dependent variable. The  $R^2$  value ranges from 0 to 1. The structural equation in this study is modeled using Smart PLS 3.0 with the following equations:

#### Structural Equations (Inner Model)

Job Satisfaction Variable (Y1):  $Y1 = b1X1 + b2X2 + b3X3$

Work Motivation Variable (Y2):  $Y2 = b4X1 + b5X2 + b6X3$

Structural equation with intervening variable work motivation

(Y2):  $Y2 = b8X1 + Y1 + b9X2 + Y1 + b10X3 + Y1$

Explanation:

- X1: Leadership
- X2: Work Discipline
- X3: Safety Culture
- Y1: Work Motivation
- Y2: Job Satisfaction
- b1, b2, b3, b4, b5: Regression coefficients

#### Hypothesis Testing

##### t-Test

Hypothesis testing is conducted by examining the t-statistic values. At a 5% (0.05) significance level, the hypothesis is accepted if the t-statistic value exceeds 1.96. According to the probability (*p-value*), the hypothesis is accepted if  $p <$

0.05. Thus, this study employs comprehensive data analysis methods to examine the influence of leadership, work discipline, and safety culture on job satisfaction at Squadron 32.

## RESULTS AND DISCUSSION

### Description of Respondents Answers to Research Variables

The respondents who are the subjects of this study are 70 Personnel Of The 32nd Air Squadron.

### Convergence Validity Test

#### Convergent Validity Test (Outer Loading)

It shows that the outer loading value for each indicator (X1.1, X1.2, X1.3, X2.1, X2.2, X2.3, X2.4, X3.1, X3.2, X3.3, X3.4, X3.5, Y1.1, Y1.2, Y1.3, Y2.1, Y2.2, Y2.3, Y2.4, Y2.5) is more than 0.7.

#### Uji Validitas Konvergen (AVE)

The results of the analysis showed that the average variance extracted value was above 0.5

#### Reliability Test

If it has a Cronbach alpha > 0.70 and the indicators in this study can be said to be reliable.

### Classical Assumption Test

#### Normality

It is said that it does not violate the assumption of normality if the Excess Kurtosis or Skewness value is in the range of  $-2.58 < CR < 2.58$ .

#### Multicollinearity Test

In the Smart PLS 3.0 application, it is said that there is no violation of the classic assumption of "Multicollinearity" because the VIF (variance inflation factor) value  $\leq 5.00$ . Based on the results above analysis shows that there is no violation of the assumption of Multicollinearity or the independent variables do not affect each other because the VIF value  $\leq 5.00$ .

#### Uji Goodness Of Fit (GOF)

This test uses three fit model sizes, namely SRMR (Standardized Root Mean Square Residual), Chi Square and NFI (Normes Fit Index).

#### Coefficient of Determination Test

This test can be determined by the Adjuste R-Square value for more than two independent variables.

### Structural Equation Analysis (Inner Model)

#### Structural Equations (Inner Model)

The test results are described in the linear inner model as follows:

$$Y1 = \beta_1 X1 + \beta_2 X2 + \beta_3 X3$$

$$= -0,009X1 + 0,166X2 + 0,729X3$$

$$Y2 = \beta_4 X1 + \beta_5 X2 + \beta_6 X3 = -0,003X1 - 0,188X2 + 0,467X3$$

$$= \beta_7 Y_1$$

$$= 0,673 Y_1$$

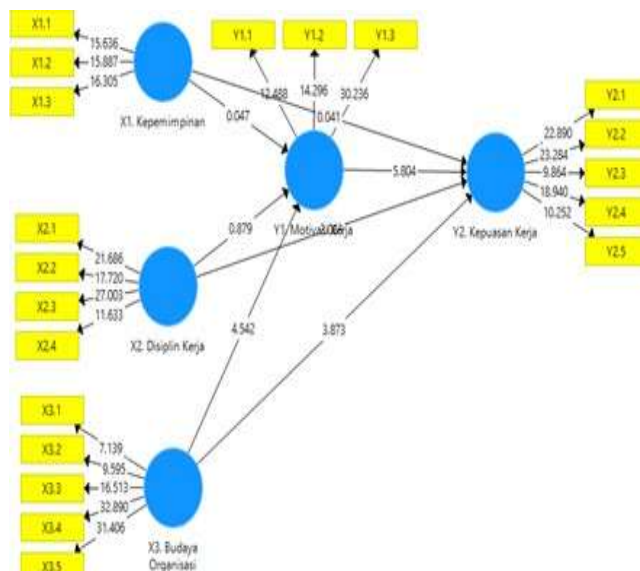
**Persamaan Struktural (Inner Model) dengan variabel intervening**

$$Y_2 = (\beta_8 X_1 + Y_1) + (\beta_9 X_2 + Y_1) + (\beta_{10} X_3 + Y_1)$$

$$= -0,006 X_1 Y_1 + 0,112 X_2 Y_1 + 0,491 X_3 Y_1$$

### Uji Hipotesis Penelitian

#### Uji Hipotesis Pengaruh Langsung



Source: Data processed

**Figure 1. PLS Structural Model Test Results**

The results of the hypothesis test are presented as follows:

- 1) **H1:** The original sample value is negative (-0.009), and the T-Statistic value is 0.047 (0.05). Therefore, it can be concluded that Leadership (X1) has a negative but insignificant effect on Work Motivation (Y1). Hence, the first hypothesis is rejected.
- 2) **H2:** The original sample value is positive (0.166), and the T-Statistic value is 0.879 (0.05). Therefore, it can be concluded that Work Discipline (X2) has a positive but insignificant effect on Work Motivation (Y1). Hence, the second hypothesis is rejected.
- 3) **H3:** The original sample value is positive (0.729), the T-Statistic value is 4.542 (>1.964), and the P-Value is 0.000 (<0.05). Therefore, it can be concluded that Organizational Culture (X3) has a significant positive effect on Work Motivation (Y1). Hence, the third hypothesis is accepted.
- 4) **H4:** The original sample value is negative (-0.003), and the T-Statistic value is 0.041 (0.05). Therefore, it can be concluded that Leadership (X1)

has a negative but insignificant effect on Job Satisfaction (Y2). Hence, the fourth hypothesis is rejected.

- 5) **H5:** The original sample value is negative (-0.188), the T-Statistic value is 2.083 ( $>1.964$ ), and the P-Value is 0.038 (0.467). Additionally, the T-Statistic value is 3.873 (1.964), and the P-Value is 0.000 (0.05). Therefore, it can be concluded that Work Discipline (X2) has a positive but insignificant effect on Job Satisfaction (Y2) through Work Motivation (Y1). Hence, the ninth hypothesis is rejected.
- 6) **H10:** The original sample value is positive (0.491), the T-Statistic value is 3.179 ( $>1.964$ ), and the P-Value is 0.002 ( $<0.05$ ). Therefore, it can be concluded that Organizational Culture (X3) has a significant positive effect on Job Satisfaction (Y2) through Work Motivation (Y1). Hence, the tenth hypothesis is accepted.

## Discussion

### The Influence of Leadership on Work Motivation

The first hypothesis test, based on the original sample value of -0.009, a T-Statistic of 0.047 (less than 1.964), and a P Value of 0.962 (greater than 0.05), concludes that leadership (X1) has a negative but insignificant effect on work motivation (Y1). Thus, Hypothesis 1 is rejected. This indicates that leadership does not significantly influence work motivation, suggesting that an increase in leadership quality does not necessarily enhance work motivation. This finding indicates that leadership within the organization does not significantly impact work motivation, suggesting the presence of other variables that might shape work motivation. This result does not support the findings of Pratiwi et al. (2023).

### The Influence of Work Discipline on Work Motivation

The second hypothesis test, with an original sample value of 0.166, a T-Statistic of 0.879 (less than 1.964), and a P Value of 0.380 (greater than 0.05), concludes that work discipline (X2) has a positive but insignificant effect on work motivation (Y1). Thus, Hypothesis 2 is rejected. It can be concluded that an increase in work discipline does not significantly enhance work motivation. This finding suggests that the work discipline implemented within an organization does not significantly affect work motivation, indicating that other factors might influence work motivation. Organizational leaders might need to evaluate other aspects of employee motivation. This result does not support the findings of Oktavianti et al. (2022).

### The Influence of Organizational Culture on Work Motivation

The third hypothesis test shows a significant positive effect of organizational culture (X3) on work motivation (Y1), with an original sample value of 0.729, a T-Statistic of 4.542 (greater than 1.964), and a P Value of 0.000 (less than 0.05). Thus, Hypothesis 3 is accepted. It is evident that an enhancement in organizational culture significantly boosts work motivation and vice versa. In this study, organizational culture is viewed from five aspects: self-awareness, aggressiveness, personality, performance, and team orientation.

The role of organizational culture in a company is to create unity among organizational members and assist in maintaining a positive and reputable public image. This finding supports earlier research by Pratiwi et al. (2023).

#### **The Influence of Leadership on Job Satisfaction**

The fourth hypothesis test, based on an original sample value of -0.003, a T-Statistic of 0.041 (less than 1.964), and a P Value of 0.967 (greater than 0.05), concludes that leadership (X1) has a negative but insignificant effect on job satisfaction (Y2). Thus, Hypothesis 4 is rejected. This suggests that leadership does not significantly influence job satisfaction, indicating that other factors might impact job satisfaction. This result does not support the findings of Pratiwi et al. (2023).

#### **The Influence of Work Discipline on Job Satisfaction**

The fifth hypothesis test shows a significant negative effect of work discipline (X2) on job satisfaction (Y2), with an original sample value of -0.188, a T-Statistic of 2.083 (greater than 1.964), and a P Value of 0.038 (less than 0.05). Thus, Hypothesis 5 is accepted. It can be concluded that an increase in work discipline significantly affects job satisfaction. This result supports the research by Alfadhil et al. (2024).

#### **The Influence of Organizational Culture on Job Satisfaction**

The sixth hypothesis test shows a significant positive effect of organizational culture (X3) on job satisfaction (Y2), with an original sample value of 0.467, a T-Statistic of 3.873 (greater than 1.964), and a P Value of 0.000 (less than 0.05). Thus, Hypothesis 6 is accepted. It is evident that an enhancement in organizational culture significantly boosts job satisfaction. The role of organizational culture in job satisfaction is to provide behavioral guidelines for employees in dealing with external and internal issues, which can significantly impact individual job satisfaction. This finding contradicts the research by Pratiwi et al. (2023).

#### **The Influence of Work Motivation on Job Satisfaction**

The seventh hypothesis test, with an original sample value of 0.673, a T-Statistic of 5.804 (greater than 1.964), and a P Value of 0.000 (less than 0.05), concludes that work motivation (Y1) has a significant positive effect on job satisfaction (Y2). Thus, Hypothesis 7 is accepted. It is evident that an increase in work motivation significantly enhances job satisfaction. This result supports the findings of Iriansyah et al. (2022) and Pratiwi et al. (2023).

#### **The Influence of Leadership on Job Satisfaction Through Work Motivation**

The eighth hypothesis test, with an original sample value of -0.020, a T-Statistic of 0.050 (less than 1.964), and a P Value of 0.802 (greater than 0.05), concludes that leadership (X1) has a negative but insignificant effect on job satisfaction (Y2) through work motivation (Y1). Thus, Hypothesis 8 is rejected. This indicates that leadership does not significantly influence job satisfaction through work motivation. This result does not align with the findings of Pratiwi et al. (2023).

### **The Influence of Work Discipline on Job Satisfaction Through Work Motivation**

The ninth hypothesis test, with an original sample value of 0.112, a T-Statistic of 0.940 (less than 1.964), and a P Value of 0.348 (greater than 0.05), concludes that work discipline (X2) has a positive but insignificant effect on job satisfaction (Y2) through work motivation (Y1). Thus, Hypothesis 9 is rejected. This suggests that work discipline does not significantly influence job satisfaction through work motivation. This result does not support the findings of Oktavianti et al. (2022), Iriansyah et al. (2022), and Pratiwi et al. (2023).

### **The Influence of Organizational Culture on Job Satisfaction Through Work Motivation**

The tenth hypothesis test shows a significant positive effect of organizational culture (X3) on job satisfaction (Y2) through work motivation (Y1), with an original sample value of 0.491, a T-Statistic of 3.179 (greater than 1.964), and a P Value of 0.002 (less than 0.05). Thus, Hypothesis 10 is accepted. It is evident that an enhancement in organizational culture significantly boosts job satisfaction through work motivation. This finding supports the research by Muhammad Pratiwi et al. (2023).

## **CONCLUSION**

This study has yielded several pivotal insights regarding the influence of leadership, work discipline, and organizational culture on motivation and job satisfaction within Air Squadron 32. From the data analysis, it is concluded that leadership exerts a negative and insignificant effect on work motivation, leading to the rejection of the first hypothesis. Conversely, work discipline demonstrates a significant positive impact on work motivation, though the second hypothesis is rejected due to an initial negative assumption. Organizational culture positively and significantly affects work motivation, supporting the third hypothesis. Furthermore, leadership shows a negative but insignificant impact on job satisfaction, thus the fourth hypothesis is rejected. Work discipline negatively and significantly affects job satisfaction, aligning with the acceptance of the fifth hypothesis. Organizational culture contributes a positive and significant impact on job satisfaction, confirming the sixth hypothesis. Work motivation significantly and positively influences job satisfaction, backing the seventh hypothesis. Additionally, leadership exhibits a negative and insignificant impact on job satisfaction through work motivation, leading to the rejection of the eighth hypothesis. Work discipline has a positive but insignificant effect on job satisfaction through work motivation, and the ninth hypothesis is rejected. Lastly, organizational culture has a significant positive impact on job satisfaction through work motivation, validating the tenth hypothesis.

## **REFERENCE**

Bass, B. M. (1990). *From transactional to transformational leadership: Learning to share the vision*. *Organizational Dynamics*, 18(3), 19–31.

- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage Publications.
- Ghozali, I. (2018). *Application of multivariate analysis with IBM SPSS 25 program*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gordon, J. R. (2015). *Organizational behavior: A diagnostic approach* (9th ed.). Upper Saddle River, NJ: Prentice Hall.
- Gordon, R. (2015). *The importance of discipline in military operations*. New York: McGraw-Hill.
- Herzberg, F. (1968). *Work and the nature of man*. Cleveland: World Publishing.
- Hopkins, A. (2016). *Failure to learn: The BP Texas City refinery disaster*. Sydney: CCH Australia Limited.
- Iriansyah, N. A., Arief, M. Y., & Soeliha, S. (2020). The influence of transformational leadership and motivation on the performance of civil servants with job satisfaction as an intervening variable at the DUPP Office of Situbondo Regency. *Jurnal Mahasiswa Entrepreneur (JME)*, 1(10), 2043–2055. <https://doi.org/10.36841/jme.v1i10.2253>
- Locke, E. A. (1976). *The nature and causes of job satisfaction*. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Chicago: Rand McNally.
- Mirawati, R., Ihsani, N., Gunawan, N. F., Putri, N., & Teresya, R. (2022). The effect of work discipline and job satisfaction on work motivation for employees (Literature Review on Performance Management). *Jurnal Ilmu Multidisciplin*, 1(3). <https://doi.org/10.38035/jim.v1i3.92>
- Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage Publications.
- Oktavianti, D., Tulhusnah, L., & Soeliha, S. (2022). The effect of transformational leadership and work discipline on the performance of civil servants with motivation as an intervening variable at Satpol PP Situbondo Regency. *Jurnal Mahasiswa Entrepreneur (JME)*, 1(10), 2056–2067. <https://doi.org/10.36841/jme.v1i10.2254>
- Pratiwi, D. R., Karnadi, & Fandiyanto, R. (2023). The role of organizational culture and leadership style on job satisfaction through motivation as an intervening variable for civil servants at Waluyo Jati Kraksaan Hospital. *Jurnal Mahasiswa Entrepreneur (JME)*, 2(10), 2341–2357. <https://doi.org/10.36841/jme.v2i10.3659>
- Putra, R. H., & Pasaribu, F. R. (2023). The effect of work motivation on employee job satisfaction at community health centers in Padang City. *Menara Ilmu: Jurnal Penelitian dan Kajian Ilmiah*, 17(2). <https://doi.org/10.31869/mi.v17i2.4123>
- Reason, J. (1997). *Managing the risks of organizational accidents*. Aldershot, UK: Ashgate.
- Robbins, S. P., & Judge, T. A. (2015). *Organizational behavior* (16th ed.). Upper Saddle River, NJ: Prentice Hall.
- Sarwono, J., & Narimawati, U. (2015). *Quantitative & qualitative research methods*. Bandung: Alfabeta.
- Sarwono, J., & Narimawati, U. (2015). *Writing theses, dissertations, and theses with Partial Least Square SEM (PLS-SEM)*. Yogyakarta: Andi.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). San Francisco: Jossey-Bass.

- Sholihin, M., & Ratmono, D. (2013). *Analysis of SEM-PLS with WarpPLS 3.0 for nonlinear relationships in social and business research*. Yogyakarta: Andi Publisher.
- Siagian, S. P. (2012). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- Solihin, M., & Ratmono, D. (2020). *Path analysis with SmartPLS*. Yogyakarta: Andi Publisher.
- Sujarweni, V. W. (2015). *Research methodology for business & economics*. Yogyakarta: Pustaka Baru Press.
- Widardjono, A. (2013). *Multivariate statistical analysis*. Yogyakarta: UPP STIM YKPN Publisher.
- Yukl, G. (2015). *Leadership in organizations* (8th ed.). Boston: Pearson Education.