

THE INFLUENCE OF LEADERSHIP AND OCCUPATIONAL HEALTH AND SAFETY ON THE WORK PRODUCTIVITY OF PRODUCTION EMPLOYEES THROUGH JOB SATISFACTION AT PT. RIAU DUA BERLIAN

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Abstract

This study was conducted with the aim to determine the effect of leadership and OHS on work productivity through job satisfaction of production employees of PT Riau Dua Berlian. The population in this study were production employees of PT Riau Dua Berlian. The number of samples in this study was carried out by means of saturated sampling techniques (census), namely making all members of the population into samples, so that the number of samples in this study were 45 production employees. The data analysis method of this research uses the Structural Equation Modelling - Partial Least Square (SEM-PLS) analysis method with SmartPLS software version 4.1.1.3. The results showed that leadership has a positive and significant effect on work productivity. OHS has a positive and significant effect on work productivity. Leadership has a positive and significant effect on job satisfaction. OHS has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on work productivity. Leadership has a positive and significant effect on work productivity through job satisfaction. OHS has a positive and significant effect on work productivity through job satisfaction.

Keywords: Leadership, OHS, Job Satisfaction, and Work Productivity

Introduction

The success of an organisation is greatly influenced by the quality of its human resources (HR). Human resources are a key factor, a driving force, and an important asset that must be continuously developed so that the organisation can grow optimally. Human resource management itself encompasses various activities aimed at maximising the effective and efficient utilisation of HR to achieve organisational goals.

Therefore, companies are required to have adequate and high-quality resources so that employee productivity can be realised effectively.

Human resources play an important role in the planning, implementation, supervision, and control of the organisation so that the company can achieve its mission properly. However, the number of human resources available in a company is often limited, so companies are required to be able to empower and optimise them in order to achieve their goals. Therefore, human resources occupy a strategic and vital position compared to other resources

PT. Riau Dua Berlian is a privately owned company (BUMS) engaged in the field of generator contracting and supply, specialising in manufacturing and providing manpower services for companies, goods transportation, and goods supply. Based on interviews with the company's managing director, PT. Riau Dua Berlian is committed to always providing the best service to customers who have placed their trust in the company to professionally realise their projects by maintaining the quality of work and materials, timely completion of work and system efficiency, as well as considering the risks and continuously developing employee health issues within the scope of the business world.

Based on the data obtained, the percentage of employee productivity growth at PT. Riau Dua Berlian has not met the targets set in the last four years. It is important for the company to maintain and improve the productivity of its employees. In achieving its productivity targets, it is necessary to examine the factors that can affect work productivity. This aims to achieve the most effective work results, make it easier for employees to work, and avoid obstacles and mistakes.

One factor that affects employee productivity is job satisfaction, leadership and occupational safety and health.

Based on the pre-survey results, the overall job satisfaction of PT. Riau Dua Berlian employees is not as expected. This can be seen from the number of employees who responded that they were satisfied (36%) and fairly satisfied (64%). This indicates that

employee job satisfaction is low, which will have an impact on decreasing motivation or enthusiasm for work, as well as employee productivity in the long term.

Based on the pre-survey results, leadership in the company is still not optimal, as can be seen from the highest number of responses, which were effective with a percentage of 46% and fairly effective with a percentage of 54%. This certainly causes problems for some employees in carrying out or completing their tasks and responsibilities in the company due to the lack of contribution from leaders in helping employees in their work.

Based on the pre-survey results, cases related to work accidents involving PT. Riau Dua Berlian technicians fluctuated but tended to increase as new employees joined the company. The highest number of accidents occurred in 2023, which was caused by employees' lack of awareness to use complete PPE when performing their work and not following SOPs correctly. The implementation of occupational health and safety in the company has not yet shown the expected results, as evidenced by the relatively high rate of workplace accidents. Employees at PT. Riau Dua Berlian are not immune to workplace accidents, which disrupts workdays in the company environment.

Based on the phenomena, data and facts presented above, the author wishes to explore the issue further by conducting research, given the importance of leadership, occupational health and safety (OHS) and job satisfaction in maintaining and improving employee productivity. Given these issues, the author is interested in conducting research entitled, "The Influence of Leadership and OHS on Employee Productivity Through Job Satisfaction at PT. Given these issues, the author is interested in conducting research with the title, "The Influence of Leadership and OSH on Employee Productivity in Production Through Job Satisfaction at PT. Riau Dua Berlian". "

Literature Review

Productivity

Work productivity is the ratio of the total work output that has been determined to produce a product from labour (Sutrisno, 2019).

The work productivity variable in this study was measured using the following indicators: ability to improve results achieved, work enthusiasm, self-development, quality and efficiency (Sutrisno, 2019).

Job Satisfaction

Job satisfaction is a positive attitude of workers, including feelings and behaviour towards their work, through the assessment of a job as a sense of appreciation in achieving one of the important values of work (Afandi, 2018).

The job satisfaction variable in this study was measured using the following indicators: work, salary, promotion, superiors and colleagues (Afandi, 2018).

Leadership

Leadership is the way leaders influence their subordinate to work together and work productively to achieve the organisation's goals (Hasibuan, 2020).

The leadership variables in this study were measured using indicators of decision making, motivation, communication, relationships with subordinates, and responsibility (Hasibuan, 2020).

Occupational Health and Safety

Occupational health and safety is a series of activities to create a comfortable and peaceful working atmosphere for employees working in the relevant industry (Suma'mur, 2018).

The occupational health and safety variables in this study were measured using the following indicators: work protection equipment, comfortable workspace, use of

work equipment, and lighting in the workplace (Suma'mur, 2018).

Research Method

This research employs a quantitative approach using associative research strategies aimed at identifying relationships between two or more variables. The data type used is primary data collected directly without intermediaries through questionnaires techniques involving sets of written questions presented to respondents for answers (Sugiyono, 2020). Data analysis utilizes Structural Equation Modeling–Partial Least Square (SEM-PLS) with SmartPLS version 4.1.1.3 software.

This research was conducted at PT. Riau Dua Berlian, located at Jl. Telaga Bening RT03/RW02 Pangkalan Kerinci Barat, Pangkalan Kerinci Subdistrict, Pelalawan Regency, Riau 28654. Data collection was carried out on normal working days for employees. The data collection for this study's population consisted of 45 production employees at the PT. Riau Dua Berlian factory. The sampling technique in this study was saturated sampling. Saturated sampling is a sampling technique where population members are used as samples. The number of samples used was 45 production employees at the PT. Riau Dua Berlian factory.

Result

T-Statistics

The t-statistics test is conducted to test the significance of the effect of exogenous variables as a whole on endogenous variables. The required value of t-statistics is above 1.96 and p-values below 0.05.

Tabel 1: T-Statistics Result

Hipotesis	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P-values</i>
Leadership -> Work Productivity	0,423	0,424	0,110	3,847	0,000
K3 -> Work Productivity	0,216	0,214	0,103	2,090	0,018

Leadership -> Job Satisfaction	0,543	0,529	0,152	3,578	0,000
K3 -> Job Satisfaction	0,351	0,370	0,141	2,499	0,006
Job Satisfaction -> Work Productivity	0,336	0,338	0,115	2,925	0,002

Source: Researcher's Processed Results, 2025

Based on table 1, it shows that all of these variables have a positive and significant direct effect because they have t-statistics values above 1.96 and p-values below 0.05.

T-Statistics Spesific Indirect Effects

In testing t-statistics, specific indirect effects are also tested to determine the effect of intervening variables in mediating exogenous and endogenous constructs. In this test, the results will be obtained whether the effect of exogenous variables on endogenous variables will change or not if given an intervening variable.

Tabel 2: T-Statistics Spesific Indirect Effects Result

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-values
Teacher Competency -> Motivation -> Teacher Performance	0,183	0,179	0,082	2,218	0,013
Leadership -> Motivation -> Teacher Performance	0,118	0,126	0,067	1,974	0,038

Source: Researcher's Processed Results, 2024

Based on table 2, It can be seen that has a direct, positive and significant influence because it has a t-statistics value > 1.96 and a p-values value < 0.05. This means that the hypothesis results have a mediating effect, namely partial mediation, which means that by involving mediator variables, exogenous variables are able to directly or indirectly influence endogenous variables.

Discussion

Influence of Leadership on Productivity

The test results show that hypothesis 1 is accepted, meaning that leadership has a positive and significant effect on the productivity of PT. Riau Dua Berlian production

employees. This means that the better the leadership, the better the work productivity of production employees at PT. Riau Dua Berlian, and conversely, the worse the leadership, the worse the work productivity of production employees at PT. Riau Dua Berlian. The results of the testing revealed that the first hypothesis proposed was accepted, meaning that leadership has a positive and significant impact on the work productivity of production employees at PT. Riau Dua Berlian.

This is in line with research conducted by (Muh et al., 2022); (Asrama et al., 2021), (Kurnia et al., 2022), (Anggraini et al., 2024) and (Syafrizal et al., 2022) concluded that leadership has a positive and significant effect on work productivity, meaning that the better the leadership, the higher the work productivity.

Influence of Occupational Health and Safety on Productivity

The test results show that the second hypothesis is accepted, meaning that occupational health and safety has a positive and significant effect on the work productivity of PT. Riau Dua Berlian production employees. The better the implementation of occupational health and safety, the better the work productivity of production employees at PT. Riau Dua Berlian will be, and conversely, the poorer the implementation of occupational health and safety, the poorer the work productivity of production employees at PT. Riau Dua Berlian will be.

The results of this study are in line with research conducted by (Asarama et al., 2021); (Mahfudhoh, 2018), (Swatika et al., 2022), (Novita & Dewantara, 2024) and (Novita & Dewantara, 2024) concluded that occupational health and safety have a positive and significant effect on work productivity. This means that the better the occupational health and safety, the higher the work productivity.

Influence of Leadership on Job Satisfaction

The test results show that the third hypothesis is accepted, meaning that leadership has a positive and significant effect on the job satisfaction of production employees at PT. Riau Dua Berlian. The better the leadership, the higher the job satisfaction of production employees at PT. Riau Dua Berlian, and conversely, the poorer the

leadership, the lower the job satisfaction of production employees at PT. Riau Dua Berlian.

This is also in line with research conducted by (Pratama et al., 2022), (Mamahani et al., 2022), (Hendrik & Lakay, 2023) and (Pakaya et al., 2023), which concluded that leadership has a positive and significant effect on job satisfaction, meaning that the better the leadership, the higher the job satisfaction.

Influence of Occupational Health and Safety on Job Satisfaction

The test results show that the fourth hypothesis is accepted, meaning that occupational health and safety has a positive and significant effect on the job satisfaction of production employees at PT. Riau Dua Berlian. The better the implementation of occupational health and safety, the higher the job satisfaction of production employees at PT. Riau Dua Berlian, and conversely, the poorer the implementation of occupational health and safety, the lower the job satisfaction of production employees at PT. Riau Dua Berlian. The results of the study indicate that the implementation of occupational health and safety has a positive and significant impact on the job satisfaction of production employees at PT. Riau Dua Berlian.

The results of this study are in line with research conducted by (Nurhayana, 2018), (Ekowati & Amin, 2019), (Sirait & Mahyarni, 2022) and (Anggoro et al., 2022), which concluded that occupational health and safety variables have a positive and significant effect on job satisfaction. This means that the better the implementation of occupational health and safety, the higher the job satisfaction will be.

Influence of Job Satisfaction on Productivity

The test results show that the fifth hypothesis is accepted, meaning that job satisfaction has a positive and significant effect on the productivity of PT. Riau Dua Berlian production employees. The higher the job satisfaction, the higher the work productivity of production employees at PT. Riau Dua Berlian, and conversely, the lower the job satisfaction, the lower the work productivity of production employees at PT. Riau Dua Berlian.

The results of this study are in line with research conducted by (Sururin et al., 2020), (Norviandy & Prastika, 2025), (Ordalia & Andani, 2022) and (Puspita et al., 2023), which concluded that job satisfaction has a positive and significant effect on employee productivity. This means that the higher the job satisfaction, the higher the work productivity of the employee..

Influence of Leadership on Productivity Mediated by Job Satisfaction

The test results show that the sixth hypothesis is accepted, meaning that leadership has a positive and significant effect on work productivity through job satisfaction. The better the leadership, the higher the job satisfaction will be, which will lead to an increase in the work productivity of production employees at PT. Riau Dua Berlian. Conversely, the poorer the leadership, the lower the job satisfaction will be, which will lead to a decrease in the work productivity of production employees at PT. Riau Dua Berlian.

The results of this study are in line with research conducted by (Khair et al., 2022), (Asrama et al., 2021), (Parsaulian, 2024) and (Hidayat et al., 2025), which concluded that leadership variables have a positive and significant effect on work productivity through job satisfaction. This means that the better the leadership, the higher the job satisfaction, which in turn leads to an increase in work productivity.

Influence of Occupational Health and Safety on Productivity Mediated by Job Satisfaction

The test results show that the seventh hypothesis is accepted, meaning that occupational health and safety has a positive and significant effect on work productivity through job satisfaction. The better the implementation of occupational health and safety, the higher the job satisfaction, which implies an increase in the work productivity of production employees at PT. Riau Dua Berlian. Conversely, the poorer the occupational health and safety, the lower the job satisfaction, which implies a decrease in the work productivity of production employees at PT. Riau Dua Berlian.

The results of this study are in line with research conducted by (Khair et al., 2022),

(Ekowati & Amin, 2019), (Ambari et al., 2021) and (Setiawati & Setyaningrum, 2024), which concluded that occupational health and safety variables have a positive and significant effect on work productivity through job satisfaction. This means that the better the implementation of occupational health and safety, the higher the job satisfaction, which will in turn lead to an increase in work productivity.

Conclusion

Based on the results of this study, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on work productivity. This means that the better the leadership, the higher the work productivity.
2. K3 has a positive and significant effect on work productivity. This means that the better the implementation of K3, the higher the work productivity.
3. Leadership has a positive and significant effect on job satisfaction. This means that the better the leadership, the higher the job satisfaction
4. K3 has a positive and significant effect on job satisfaction. This means that the better the implementation of K3, the higher the job satisfaction
5. Job satisfaction has a positive and significant effect on work productivity. This means that the higher the job satisfaction, the higher the work productivity.
6. Leadership has a positive and significant effect on work productivity through job satisfaction. This means that the better the leadership, the higher the job satisfaction, which in turn will increase work productivity.
7. K3 has a positive and significant effect on work productivity through job satisfaction. This means that the better the implementation of K3, the higher the job satisfaction, which in turn will increase work productivity.

Suggestion

Based on the discussion, several recommendations need to be considered by PT.

Riau Dua Berlian, including:

1. In improving employee productivity. Companies are advised to provide relevant self-development programmes, such as technical training, soft skills, and career coaching, with the support of facilities and flexible schedules to attract employees. Adequate support in terms of facilities, infrastructure, and technology also needs to be improved, accompanied by regular training to maintain employee efficiency and productivity
2. To increase employee satisfaction at work. Companies are advised to ensure transparency and clarity in the promotion system, including assessment criteria, selection procedures, and decision-making basis. This can be done by developing objective promotion guidelines and disseminating them openly to all employees. In addition, companies can strengthen their periodic evaluation systems and open access to feedback, so that employees feel valued and have fair opportunities for career advancement. This will increase job satisfaction while encouraging employee loyalty and motivation. Teachers must carry out learning according to schedules and obligations, while principals need to monitor, supervise and provide assertiveness to ensure teachers' performance is well done.
3. In an effort to improve leadership, companies need to continuously encourage leaders to demonstrate consistent responsibility in every task they perform, as a form of role model for their subordinates. This can be done through leadership training programmes that emphasise the value of accountability, as well as performance assessments based on clear and measurable responsibilities. In addition, it is important for companies to create a work culture that supports openness and self-evaluation, so that leaders can continue to improve the quality of their leadership and maintain the trust of their teams
4. In an effort to improve the effectiveness of occupational health and safety

(OHS) implementation, companies are advised to continue to ensure the availability of personal protective equipment (PPE) that meets standards in terms of quality, quantity, and comfort of use. In addition, it is necessary to conduct regular checks and replacements of PPE, as well as training on the proper use of PPE so that employees understand the importance of occupational safety and can minimise the risk of workplace accidents. With this step, companies not only fulfil their OSH obligations, but also increase employee safety and job satisfaction.

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