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THE INFLUENCE OF LEADERSHIP STYLE, COMMUNICATION AND OCCUPATIONAL SAFETY AND HEALTH ON EMPLOYEE JOB SATISFACTION AT PT. VIBRO NUSANTARA INDONESIA

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Abstract:

Purpose:
This research aims to determine the influence of leadership style, communication, occupational safety and health on job satisfaction at PT. Vibro Nusantara Indonesia.

Methodology:
This research uses primary and secondary data originating from employees of PT. Vibro Nusantara Indonesia is included in the sample. The sampling technique in this research used the convenience sampling method. The number of samples obtained was 100 employees. This research analysis method uses descriptive analysis and several types of evaluation using SPSS software.

Findings:
From this research, it was concluded that variables namely leadership style, communication have a positif influence on employee job satisfaction and occupational safety and health have a negatif influence on employee job satisfaction.

Implication:
The findings indicate that leadership style and communication should be strengthened to improve employee job satisfaction, while occupational safety and health practices require further managerial attention.

INTRODUCTION

PT. Vibro Nusantara Indonesia is a competent company, particularly in the field of filtration/screening for industrial machinery used in oil palm plantations. With more than eight years of experience, PT. Vibro Nusantara Indonesia is able to produce high-quality filtration products, particularly vibrating screens, at competitive prices. In addition to filtration, PT. Vibro Nusantara Indonesia also provides FAN balancing services, centrifuge balancing services, and the fabrication of cages/fruit lorries.

Based on Table 1.1, the researchers surveyed 20 employees of PT. Vibro Nusantara Indonesia. The highest levels of dissatisfaction with employee job satisfaction were found in the work itself, reported by 18 respondents (90%); promotion, reported by 17 respondents (85%); and supervisors (superiors), reported by 13 respondents (65%). Meanwhile, the highest levels of satisfaction were found in wages or salary, reported by 16 respondents (80%), and coworkers, reported by 15 respondents (75%). It can therefore be concluded that employees are dissatisfied with their work itself, promotion opportunities, and the treatment of their supervisors or superiors.

This situation occurs because employees of PT. Vibro Nusantara Indonesia are required to perform work that is not their responsibility, such as being instructed to carry out tasks belonging to other divisions. Many employees are also dissatisfied with promotions and supervision because supervisors select individuals who do

not meet the criteria for appropriate positions at PT. Vibro Nusantara Indonesia. Therefore, an appropriate leadership style is required from supervisors at PT. Vibro Nusantara Indonesia to foster employee job satisfaction.

Leadership style has a strong influence on employee job satisfaction because a leader's success in mobilizing others to achieve goals depends on how the leader creates a sense of satisfaction among employees. The phenomenon of autocratic leadership style can be observed in leaders' lack of control over subordinates when facing emergencies and their lack of preparedness in making decisions during emergencies. This situation results in declining employee job satisfaction, causing employees to become less motivated at work and to show less respect for their leaders. Previous research conducted by J Sinurat, Elferida (2021) showed that leadership style has a positive effect on job satisfaction. In contrast, Ani Khuriyatul Abadiyah (2021) showed that leadership style has a negative effect on job satisfaction.

Communication is a process of transmitting messages or symbols that carry meaning from a communicator to a recipient for a specific purpose. Communication therefore involves a process in which meaning depends on the recipient's understanding and perception. Accordingly, communication will be effective and its objectives will be achieved when the parties involved share the same perception of the symbols used. Harahap, Zulkifli (2021) showed that communication has a positive effect on employee job satisfaction, whereas Nanda, RT (2020) showed that communication has a negative effect on job satisfaction.

Job satisfaction can be influenced by several factors, one of which is employee occupational safety and health (OSH). Occupational safety and health issues at PT. Vibro Nusantara Indonesia require attention because workplace accidents are undesirable events that may result in employee fatalities. PT. Vibro Nusantara Indonesia has experienced a vehicle accident in which a tire came off because the driver became drowsy while working, as well as a workplace accident during the manufacture of spare parts at the office.

To address this issue, preventive measures are required. One effort that can be implemented is the application of proper workplace safety practices, which are activities intended to reduce accidents and errors related to the type of work and the work environment. With appropriate workplace safety measures and occupational safety and health controls, the risk of workplace accidents during the manufacture of machinery or spare parts required by PT. Vibro Nusantara Indonesia is expected to be reduced. Hesti Nur (2020) stated that occupational safety and health has a negative effect on job satisfaction. Furthermore, A.A Made, Nengah, Ni Made (2022) found that occupational safety and health has a significant positive effect on job satisfaction.

Based on the background described above, further research will be conducted under the title: "THE INFLUENCE OF LEADERSHIP STYLE, COMMUNICATION, AND OCCUPATIONAL SAFETY AND HEALTH ON EMPLOYEE JOB SATISFACTION AT PT. VIBRO NUSANTARA INDONESIA." What distinguishes this study from previous research is the research object and period.

LITERATURE REVIEW

Job Satisfaction

The behavioral component refers to employee behavior, or more specifically, behavioral tendencies toward their work. The level of employee job satisfaction is also reflected in efforts to attend work regularly, work hard, and remain a member of the organization for a long period. Compared with the cognitive and affective components of job satisfaction, the behavioral component is somewhat less informative because attitudes do not always correspond with behavior; for example, a person may dislike a job but remain employed for financial reasons (Agus H Prayatna & Made Subudi, 2020).

Job Satisfaction Indicators

According to Affandi (2020), several indicators can be used to measure job satisfaction, including the work itself, namely whether the content of an individual's work contains satisfying elements.

Leadership Style

Leadership is the process of influencing others to understand what needs to be done, including the methods of implementation and the processes required to achieve organizational goals (Yulk, 2019).

Leadership Style Indicators

According to Yulk (2019), an individual's leadership style can be observed and assessed through several indicators, including the ability to motivate. Motivational ability refers to improving team or group performance and providing the driving force that encourages organizational members to willingly mobilize their abilities, in the form of expertise or skills, as well as their energy and time, to carry out activities for which they are responsible and fulfill their obligations in order to achieve predetermined organizational goals and targets.

Communication

According to Adi Wibowo, D. L., & Priansa, D. J. (2020), communication is a process within organizational arrangements that keeps management and employees informed about various relevant matters.

Communication Indicators

According to Wibowo, A. et al. (2020), communication indicators include ease of obtaining information. Good individual performance can be achieved when information is easy to obtain through the communication process, thereby facilitating the transfer of ideas, thoughts, and understanding from one person to another.

Occupational Safety and Health

According to Sholihah (2019), occupational safety and health (OSH) is the science of anticipating, recognizing, evaluating, and controlling hazards arising in the workplace that may interfere with workers' health and safety.

Occupational Safety and Health Indicators

According to Suma'mur (2022), the indicators of occupational safety and health include work protective equipment. Personal protective equipment (PPE) is equipment capable of protecting individuals while working by isolating workers' bodies from workplace hazards.

Hypothesis Development

The Effect of Leadership Style on Job Satisfaction

Leadership style has a strong influence on employee job satisfaction because a leader's success in mobilizing others to achieve goals depends on how the leader creates satisfaction among employees.

Several previous studies conducted by J Sinurat, Elferida (2021) and Nanda, RT (2020) showed that leadership style has a positive effect on job satisfaction. In contrast, Ani Khuryatul Abadiyah (2021) showed that leadership style has a negative effect on job satisfaction.

H1: Leadership Style Has a Positive Effect on Job Satisfaction

The Effect of Communication on Job Satisfaction

Communication is a process of transmitting messages or symbols that carry meaning from a communicator to a recipient for a specific purpose. Communication therefore involves a process in which meaning depends on the recipient's understanding and perception. Accordingly, communication will be effective and its objectives will be achieved when the parties involved share the same perception of the symbols used.

Harahap, Zulkifli (2021) and Yuliarti & Mukhlis (2023) showed that communication has a positive effect on employee job satisfaction, whereas Nanda, RT (2020) showed that communication has a negative effect on job satisfaction.

H2: Communication Has a Positive Effect on Job Satisfaction

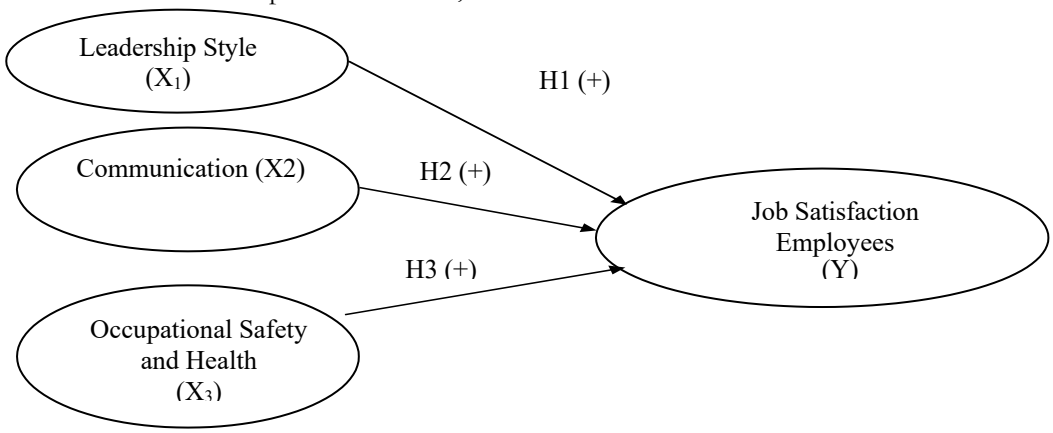
The Effect of Occupational Safety and Health on Employee Job Satisfaction

Workplace accidents can result in physical disability, temporary inability to work, and employee death. This situation directly harms employees as the company's primary assets in operational activities and indirectly harms the company because such problems may reduce employee job satisfaction compared with when employees are healthy. Therefore, companies should pay attention to workplace accidents and occupational diseases because, in accordance with legislation, companies are obligated to protect employee occupational safety and health (OSH).

Research conducted by A.A Made, Nengah, Ni Made (2022) and Saputro, Lutfan (2020) showed that occupational safety and health has a significant positive effect on job satisfaction. In contrast, Hesti Nur (2020) stated that occupational safety and health has a negative effect on job satisfaction. Furthermore, the study proposes H3: Occupational Safety and Health Has a Positive Effect on Employee Job Satisfaction.

Conceptual Framework

Based on the conceptual framework, the research model can be illustrated as follows:



Source: Processed Data, 2024

Figure 1. Research Model

RESEARCH METHOD

This research was conducted among employees of PT. Vibro Nusantara Pekanbaru. The research was carried out in September 2024 at Jl. Pastoran, Palas, Rumbai District, Pekanbaru City, Riau.

Population refers to the entire group of people, events, or matters of interest that researchers wish to investigate or about which they wish to form an opinion (Yolanda et al., 2022). The population in this study comprised employee data from January to December 2024 at PT. Vibro Nusantara Pekanbaru, totaling 102 employees.

Sample this study used all employees, totaling 102 individuals. The convenience sampling method was used because the researchers had the flexibility to select samples quickly from population elements whose data were readily accessible. The sample determination in this study used a census approach, resulting in a research sample of 100 respondents.

Operationalization of Research Variables

Table 1. Operational Definitions of Variables

No.	Research Variable	Indicator	Scale
1	Job Satisfaction (Y) (Hasibuan, M. 2003)	1. Cooperation 2. Time Utilization 3. Use of Facilities and Infrastructure 4. Work Adaptability 5. Compliance with SOPs	Interval
2	Leadership Style (X1) (Yulk, 2019)	1. Motivational Ability 2. Ability to Control Subordinates 3. Decision-Making Ability 4. Responsibility	Interval

No.	Research Variable	Indicator	Scale
3	Communication (X1) (Wibowo, A. et al. 2020)	1. Ease of Obtaining Information 2. Communication Intensity 3. Communication Effectiveness 4. Level of Message Understanding 5. Attitude Change	Interval
4	Occupational Safety and Health (X3) (suma'mur 2022),	1. Work Protective Equipment 2. Safe Work Environment 3. Use of Machinery 4. Creation of a Healthy Work Environment	Interval

Source: Processed Data, 2024

Data Analysis Techniques

Validity Test

The validity test in this study was conducted using an analysis that calculates the correlation coefficient between each item score and its total score using the Pearson product-moment correlation statistical procedure. Generally, the minimum requirement is met when r < 0.60. Therefore, if there are 53 correlations with total scores below 0.60, the items in the instrument are declared invalid (Sugiyono, 2018).

Reliability Test

Reliability is an index value that indicates the consistency of a measuring instrument in measuring the same phenomenon. Every measuring instrument should be capable of producing consistent measurement results. This test is used to assess how consistently one or a set of measurements measures the intended concept. Instrument reliability is assessed using Cronbach's Alpha. A construct or variable is considered reliable if the Cronbach's Alpha value is > 0.6 (Ghozali, 2016).

Normality Test

The normality test aims to determine whether the dependent and independent variables in the regression model are normally distributed. A good regression model has a normal distribution. One method used to test data normality is the Kolmogorov-Smirnov test. If the probability is > 0.05, the research data are normally distributed. If the data are not normal, the test used is SmartPLS (Ghozali, 2016).

Multicollinearity Test

Multicollinearity indicates the presence of linear relationships among independent variables in a regression model. If the independent variables are perfectly correlated, this is referred to as perfect multicollinearity. By observing the R2, calculated F, and calculated t values, if R2 and calculated F are high while many calculated t values are not significant, the regression model is indicated to have multicollinearity (Kuncoro, 2023). The presence or absence of multicollinearity in the regression model can be determined by examining tolerance values and the variance inflation factor (VIF). A regression model free from multicollinearity has VIF values ranging from 1 to 10 and tolerance values approaching 1.

Heteroscedasticity Test

Heteroscedasticity indicates that the variance is not equal across all observations. Under heteroscedasticity, the errors are not random but show a systematic relationship according to the magnitude of one or more variables. The heteroscedasticity test aims to determine whether the regression model exhibits unequal residual variances from one observation to another. If the residual variance remains constant across observations, the condition is called homoscedasticity. A good regression model is homoscedastic and does not exhibit heteroscedasticity. In SPSS data analysis, a method frequently used to detect heteroscedasticity is to observe whether a particular pattern appears in the scatterplot showing the relationship between Regression Studentized Residual and Regression Standardized Predicted Value (Santoso, 2024).

Simultaneous Test (F-Test)

The significance of the F-test value is determined by comparing the significance level (Sig. F) with the significance threshold (α = 5%). If Sig. F ≤ 0.05 or the calculated F value > the critical F value, the null hypothesis is rejected, meaning that the independent variables jointly have a significant effect on the dependent variable (Santoso, 2024)

Coefficient of Determination Test (R Square)

The coefficient of determination test can also be used to measure how well the regression line fits the data. If the coefficient of determination (R-squared) in an estimate approaches one (1), the dependent variable can be said to be well explained by the independent variables. Conversely, if the coefficient of determination (R-squared) moves away from one (1) or approaches zero (0), the independent variables are less able to explain the dependent variable.

Multiple Linear Regression Equation

To examine the effect of the independent variables on the dependent variable, the researchers used multiple regression analysis. At least three stages were carried out to test the effect of the independent variables on the dependent variable (Pedhazur, 2023). The following is a brief explanation of the four steps. Before testing the effect of the independent variables on the dependent variable, a regression equation for consumer intention was first formulated. The regression equation is presented below.

$Y= a+b_1X_1+ b_2X_2 + b_3X_3 +e$

Description:

Y = Job Satisfaction

X1 = Leadership Style

X2 = Communication

X3 = Occupational Safety and Health

t-Test (Partial)

The calculated t-test aims to determine the magnitude of the individual (partial) effect of each independent variable on the dependent variable. In the SPSS output, this can be observed in the Coefficients A table. The calculated t-test value can be assessed from the p-value (in the Sig. column) for each independent variable; if the p-value is lower than the specified level of significance, or the calculated t value (in the t column) is greater than the critical t value, the effect is considered significant (Santoso, 2024).

RESULTS AND DISCUSSION

Validity Test

Table 2. Validity Test Results

Statement Item	*Pearson Correlation*	*r-table*	Valid
Leadership Style			
X1.1	0,586	0,1966	Valid
X1.2	0,714	0,1966	Valid
X1.3	0,651	0,1966	Valid
X1.4	0,657	0,1966	Valid
X1.5	0,608	0,1966	Valid

Statement Item	*Pearson Correlation*	*r-table*	Valid
X1.6	0,633	0,1966	Valid
X1.7	0,575	0,1966	Valid
X1.8	0,317	0,1966	Valid
X1.9	0,588	0,1966	Valid
X1.10	0,742	0,1966	Valid
X1.11	0,799	0,1966	Valid
X1.12	0,794	0,1966	Valid
X1.13	0,311	0,1966	Valid
X1.14	0,781	0,1966	Valid
X1.15	0,771	0,1966	Valid
X1.16	0,777	0,1966	Valid
X1.17	0,782	0,1966	Valid
X1.18	0,806	0,1966	Valid
X1.19	0,657	0,1966	Valid
X1.20	0,616	0,1966	Valid
Communication			
X2.1	0,735	0,1966	Valid
X2.2	0,718	0,1966	Valid
X2.3	0,588	0,1966	Valid
X2.4	0,742	0,1966	Valid
X2.5	0,792	0,1966	Valid
X2.6	0,794	0,1966	Valid
X2.7	0,311	0,1966	Valid
X2.8	0,750	0,1966	Valid
X2.9	0,742	0,1966	Valid
X2.10	0,765	0,1966	Valid
Occupational Safety and Health			
X3.1	0,782	0,1966	Valid
X3.2	0,704	0,1966	Valid
X3.3	0,657	0,1966	Valid
X3.4	0,515	0,1966	Valid

Statement Item	*Pearson Correlation*	*r-table*	Valid
X3.5	0,639	0,1966	Valid
X3.6	0,558	0,1966	Valid
X3.7	0,792	0,1966	Valid
X3.8	0,799	0,1966	Valid
X3.9	0,310	0,1966	Valid
X3.10	0,781	0,1966	Valid
X3.11	0,771	0,1966	Valid
X3.12	0,765	0,1966	Valid
X3.13	0,794	0,1966	Valid
X3.14	0,311	0,1966	Valid
X3.15	0,781	0,1966	Valid
X3.16	0,771	0,1966	Valid
X3.17	0,561	0,1966	Valid
X3.18	0,794	0,1966	Valid
X3.19	0,470	0,1966	Valid
X3.20	0,808	0,1966	Valid
Job Satisfaction			
Y1.1	0,588	0,1966	Valid
Y1.2	0,742	0,1966	Valid
Y1.3	0,792	0,1966	Valid
Y1.4	0,794	0,1966	Valid
Y1.5	0,311	0,1966	Valid
Y1.6	0,781	0,1966	Valid
Y1.7	0,771	0,1966	Valid
Y1.8	0,777	0,1966	Valid
Y1.9	0,782	0,1966	Valid
Y1.10	0,806	0,1966	Valid
Y1.11	0,657	0,1966	Valid
Y1.12	0,616	0,1966	Valid
Y1.13	0,735	0,1966	Valid
Y1.14	0,718	0,1966	Valid

Statement Item	*Pearson Correlation*	*r-table*	Valid
Y1.15	0,672	0,1966	Valid
Y1.16	0,623	0,1966	Valid
Y1.17	0,688	0,1966	Valid
Y1.18	0,428	0,1966	Valid
Y1.19	0,713	0,1966	Valid
Y1.20	0,679	0,1966	Valid
Y1.21	0,672	0,1966	Valid
Y1.22	0,787	0,1966	Valid
Y1.23	0,569	0,1966	Valid
Y1.24	0,753	0,1966	Valid
Y1.25	0,764	0,1966	Valid

Source: Researcher-Processed Data, 2024

Table 2 shows that all statement items for all variables are valid because the corrected item-total correlation values for all statements are greater than or equal to the r-table value of 0.1966.

Reliability Test

Table 3. Reliability Test Results

Variable	Alpha Value *Cronbach*	Critical Value (r-table)	Description
Leadership Style	0.983	0,60	Reliable
Communication	0.983	0,60	Reliable
Occupational Safety and Health	0.984	0,60	Reliable
Job Satisfaction	0,985	0,60	Reliable

Source: Researcher-Processed Data, 2024

Based on the information presented in Table 3, the Reliability Test Results show that each variable has a Cronbach's Alpha value greater than 0.60. Therefore, all variables can be declared reliable and can be used in this study.

Normality Test

Table 4. Normality Test Results

No.			Unstandardized Residual
1	N		100
2	Normal Parameters[a,b]	Mean	0,0000000
		Std. Deviation	0,17698619

Table 4. Normality Test Results

3	Most Extreme Differences	Absolute	0,122
		Positive	0,072
		Negative	-0,122
4	Kolmogorov-Smirnov Z		1,215
5	Asymp. Sig. (2-tailed)		0,104

Source: Researcher-Processed Data, 2024

Based on Table 4, the Kolmogorov-Smirnov value for Job Satisfaction is 1.215 and the significance value (Asymp. Sig.) is 0.104, which is greater than 0.05, indicating that the research data are normally distributed.

Multicollinearity Test

Table 5. Multicollinearity Test Results

No.	Variable	*Collinearity Statistic*	
		Tolerance	**VIF**
1	Leadership Style	0,073	3,703
2	Communication	0,056	7,828
3	Occupational Safety and Health	0,074	3,508

Source: Researcher-Processed Data, 2024

Based on Table 5, the VIF value of each variable is below 10 and the tolerance value of each variable is greater than 0.01, indicating that there is no relationship or correlation among the independent variables. Therefore, the research data do not exhibit multicollinearity, and the regression model is appropriate for predicting job satisfaction.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

No.	Variable	Unstandardized Coefficients		Standadized Coefficients	T	Sig.
		B	**Std. Erorr**	**Beta**		
	(Constant)	0,211	0,073		2,881	0,005
1	Leadership Style	-0,046	0,067	-0,253	-0,677	0,500
2	Communication	0,069	0,074	0,399	0,934	0,353
3	Occupational Safety and Health	-0,043	0,068	-0,238	-0,640	0,524

Source: Researcher-Processed Data, 2024

Based on the heteroscedasticity test results in Table 6, the significance values are 0.500 for leadership style, 0.353 for communication, and 0.524 for occupational safety and health. From these results, it can be concluded that the regression equation model does not exhibit heteroscedasticity because each variable is not significant, or its significance value is greater than 0.05.

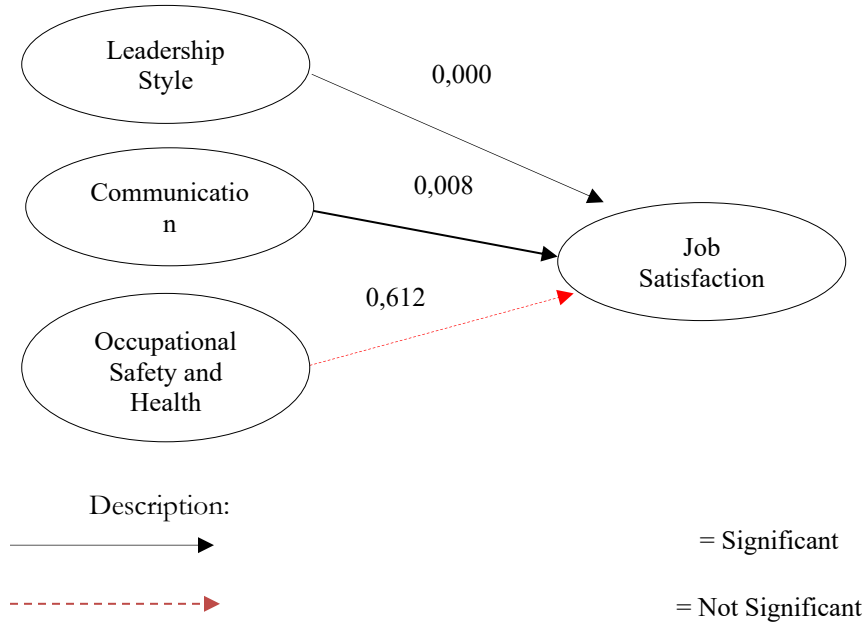
Model Feasibility Test

The model feasibility tests conducted in this study include the Multiple Regression Test, F-Test (Simultaneous Test), Coefficient of Determination Test (R2), and Partial Regression Coefficient Significance Test (t-Test), with the following results:

Table 7. Hypothesis Testing Results

No.	Variable	Unstandardized Coefficients		Hypothesis	Calculated t/F	Critical t/F	Sig	Result
		B	Std. Error					
1	(Constant)	0,281	0,116					
2	Leadership Style	0,681	0,106	+	6,423	1,984	0,000	Sig
3	Communication	0,316	0,116	+	2,725	1,984	0,008	Sig
4	Occupational Safety and Health	0,054	0,107	+	0,509	1,984	0,612	Not Sig.
	Anova				450,383	2,467	0,000	Sig
	Adjusted R Square			0,932				

Source: Researcher-Processed Data, 2025



F-Test

Based on Table 7, the F value for the simultaneous effect of X1, X2, and X3 on Y is a calculated F of 450.383, which is greater than the critical F value of 2.467, with a significance value of 0.000, which is < 0.05. It can therefore be concluded that all independent variables jointly affect Job Satisfaction.

Coefficient of Determination Test

Based on Table 8, the Coefficient of Determination Results are indicated by an adjusted R Square coefficient of 0.919 or 93.2%. Thus, the magnitude of the effect of communication, leadership style, and occupational safety and health on Job Satisfaction is 0.932 (93.2%), while the remaining 6.8% is influenced by other variables outside the regression model.

Multiple Linear Regression Test

$Y = 0{,}281 + 0{,}681X_1 + 0{,}316X_2 + 0{,}054X_3$

From the regression equation above, the following conclusions can be explained: (1) The constant value (a) of b 0.281 with a positive sign indicates that if leadership style, communication, and occupational safety and health are considered constant, the value will increase by 0.281. (2) The leadership style variable has a value of 0.681 with a positive sign, indicating that if leadership style increases by one unit while the other independent variables are held constant, the stock price will increase by 0.681. (3) The communication variable has a value of 0.316 with a positive sign, indicating that if communication increases by one unit while the other independent variables are held constant, the stock price will increase by 0.316. (4) The occupational safety and health variable has a value of 0.054 with a positive sign, indicating that if occupational safety and health increases by one unit while the other independent variables are held constant, the stock price will increase by 0.054.

t-Test

The Effect of Leadership Style on Job Satisfaction

This test was conducted to determine whether Leadership Style has a significant effect on Job Satisfaction.

Ho: β1 = 0: There is no significant effect of Leadership Style on Job Satisfaction.

Ha: β1 ≠ 0: There is a significant effect of Leadership Style on Job Satisfaction.

Based on the data presented in Table 10, the Leadership Style variable has a t significance value of 0.000, while alpha is 0.05 (Sig. t < 0.05). Therefore, Ho is rejected and Ha is accepted. This indicates that Leadership Style has a significant effect on Job Satisfaction.

The Effect of Communication on Job Satisfaction

This test was conducted to determine whether Communication has a significant effect on Job Satisfaction.

Ho: β1 = 0: There is no significant effect of Communication on Job Satisfaction.

Ha: β1 ≠ 0: There is a significant effect of Communication on Job Satisfaction.

Based on the data presented in Table 10, the Communication variable has a t significance value of 0.008, while alpha is 0.05 (Sig. t < 0.05). Therefore, Ho is rejected and Ha is accepted. This indicates that Communication has a significant effect on Job Satisfaction.

The Effect of Occupational Safety and Health on Job Satisfaction

This test was conducted to determine whether Occupational Safety and Health has a significant effect on Job Satisfaction.

Ho: β1 = 0: There is no significant effect of OSH on Job Satisfaction.

Ha: β1 ≠ 0: There is a significant effect of Occupational Safety and Health on Job Satisfaction.

Based on the data presented in Table 10, the Occupational Safety and Health variable has a t significance value of 0.612, while alpha is 0.05 (Sig. t > 0.05). Therefore, Ho is accepted and Ha is rejected. This indicates that Occupational Safety and Health has a non-significant effect on Job Satisfaction.

Discussion

The Effect of Leadership Style on Job Satisfaction

Based on the research results, there is an effect between Leadership Style and Job Satisfaction, indicating a positive effect of Leadership Style on the Job Satisfaction of employees at PT. Vibro Nusantara Indonesia. Leadership style has a strong influence on employee job satisfaction because a leader's success in mobilizing others to achieve goals depends on how the leader creates satisfaction among employees. The phenomenon of autocratic leadership style can be observed in leaders' lack of control over subordinates when facing emergencies and their lack of preparedness in making decisions during emergencies. This situation results in declining employee job satisfaction, causing employees to become less motivated at work and to show less respect for their leaders.

Based on the highest score for the Leadership Style variable, which was 4.40 and fell within the strongly agree category, one of the strengths of leadership at PT. Vibro Nusantara Indonesia is that leaders must possess broad knowledge so that they can manage their employees.

The results of this study are consistent with research conducted by J Sinurat, Elferida (2021) and Nanda, RT (2020), which showed that Leadership Style has a positive effect on Job Satisfaction. However, these results are not consistent with Ani Khuryatul Abadiyah (2021), who showed that Leadership Style has a negative effect on Job Satisfaction.

The Effect of Communication on Job Satisfaction

Based on the research results, there is an effect between Communication and Job Satisfaction, indicating a positive effect of Communication on the Job Satisfaction of employees at PT. Vibro Nusantara Indonesia. Communication is a process of transmitting messages or symbols that carry meaning from a communicator to a recipient for a specific purpose. Communication therefore involves a process in which meaning depends on the recipient's understanding and perception. Accordingly, communication will be effective and its objectives will be achieved when the parties involved share the same perception of the symbols used.

Based on the highest score for the Communication variable, which was 4.39 and fell within the strongly agree category, one of the strengths of employees at PT. Vibro Nusantara Indonesia is the manner in which communication is delivered; therefore, creativity in communication should be maintained. This indicates that changes in Job Satisfaction are influenced by Communication. If Communication increases, Job Satisfaction will increase; conversely, if Communication decreases, Job Satisfaction will decline.

The results of this study are consistent with research conducted by Zulkifli (2021) and Yuliarti & Mukhlis (2023), which found that communication has a significant positive effect on Job Satisfaction. However, these results are not consistent with Nanda, RT (2020), who stated that communication has a negative effect on Job Satisfaction.

The Effect of Occupational Safety and Health on Job Satisfaction

Based on the research results, there is an effect between Occupational Safety and Health and Job Satisfaction, indicating a negative effect of Occupational Safety and Health on the Job Satisfaction of employees at PT. Vibro Nusantara Indonesia. One variable in the study, namely Occupational Safety and Health, has a dominant effect on consumer Job Satisfaction. Job Satisfaction in meeting life needs requires careful attention to human behavior in Occupational Safety and Health.

Based on the highest score for the Occupational Safety and Health variable, which was 4.08 and fell within the strongly agree category, one of the strengths of PT. Vibro Nusantara Indonesia is that the company provides equipment to anticipate workplace accidents. This indicates that changes in Job Satisfaction are influenced by Occupational Safety and Health. If Occupational Safety and Health improves, Job Satisfaction will increase; conversely, if Occupational Safety and Health declines, Job Satisfaction will decrease.

The results of this study are consistent with research conducted by Hesti Nur (2020), which showed that Occupational Safety and Health has a negative effect on Job Satisfaction. However, these results are not consistent with A.A Made, Nengah, Ni Made (2022) and Saputro, Lutfan (2020), who showed that Occupational Safety and Health has a positive effect on Job Satisfaction.

CONCLUSION

Based on the research results regarding the effect of systematic and unsystematic risk on Job Satisfaction, the following conclusions were obtained:

Leadership Style has a positive effect on the Job Satisfaction of employees at PT. Vibro Nusantara Indonesia. This indicates that changes in Job Satisfaction are influenced by leadership style. If Leadership Style increases, Job Satisfaction will increase; conversely, if Leadership Style decreases, Job Satisfaction will decline.

Communication has a positive effect on Job Satisfaction at PT. Vibro Nusantara Indonesia. This indicates that changes in Job Satisfaction are influenced by Communication. If Communication increases, Job Satisfaction will increase; conversely, if Communication decreases, Job Satisfaction will decline.

Occupational Safety and Health has a negative effect on Job Satisfaction at PT. Vibro Nusantara Indonesia. This indicates that changes in Job Satisfaction are influenced by Occupational Safety and Health. If Occupational Safety and Health increases, Job Satisfaction will increase; conversely, if Occupational Safety and Health decreases, Job Satisfaction will decline.

Based on the conclusions above, the researchers provide the following recommendations:

(1) Theoretically, future researchers are expected to add literature and references that can serve as a basis for other studies while considering the limitations of this research. A limitation of this study is that the indicators of unsystematic risk only use fundamental variables related to management research. Future authors may add fundamental variables related to management assessment. Future authors may also add fundamental variables related to employee job satisfaction. (2) Practically, the recommendations of this study are as follows: 1) The

management of PT. Vibro Nusantara in Pekanbaru should pay greater attention to the company's fundamental conditions to attract investor interest. This study demonstrates that the company's fundamental conditions, measured through Leadership Style and Communication, have a significant positive effect on Job Satisfaction. 2) The Government is expected, when formulating economic policies, not only to consider national economic conditions but also to consider their impact on investment. This study demonstrates that Leadership Style and Communication affect Job Satisfaction. 3) For both individual and corporate investors, the company's management and fundamental conditions can be used as a basis for management decisions. This study demonstrates that Leadership Style and Communication have a significant effect on Job Satisfaction.

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