



## The Influence Of Situational Leadership Style On Employee Performance Through Job Satisfaction

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### Abstract

*This study delves into the intricate relationships among Job Satisfaction, Situational Leadership, and Employee Performance in organizational settings. The research offers vital insights into these critical aspects of workplace dynamics. First and foremost, the study confirms the significant influence of Job Satisfaction on Employee Performance. It reiterates the well-established fact that contented employees tend to perform better. Organizations are urged to prioritize initiatives aimed at boosting job satisfaction to enhance overall employee performance, leading to increased productivity and organizational success. Secondly, the research unveils an intriguing finding: Situational Leadership, when examined independently, does not directly impact Employee Performance. However, Situational Leadership emerges as a vital factor in shaping Job Satisfaction. This underscores the paramount importance of leadership adaptability and its role in fostering a positive work environment, ultimately contributing to employee contentment. Moreover, when considering Situational Leadership, Job Satisfaction, and Employee Performance collectively, a robust and positive relationship emerges. This highlights the interconnected nature of these variables, emphasizing the need for organizations to adopt a holistic approach to leadership and employee management. In conclusion, this study provides organizations with valuable insights into optimizing their leadership strategies to enhance employee performance. It underscores the significance of nurturing job satisfaction and cultivating adaptable leadership styles to create a conducive work environment, fostering employee contentment, and, consequently, organizational triumph. Future research may delve deeper into contextual factors to refine these relationships*





*further, offering even more precise guidance for organizations in optimizing their strategies for employee performance and satisfaction.*

**Keywords: Situational Leadership, Employee Performance and Job Satisfaction**

## 1. INTRODUCTION

The economic growth of Indonesia in 2018, at 5.17 percent, fell far short of expectations, primarily because Indonesia needs a minimum growth rate of 7 percent to achieve developed nation status by 2025. In the spirit of acceleration, the Indonesian government has undertaken various efforts to promote investment across diverse infrastructure sectors. These efforts involve improvements in regulations, fiscal policies, and institutional changes aimed at achieving priority projects.

Infrastructure development in Indonesia has faced hurdles that have hindered its progress, ranging from project preparation to implementation. These issues include inadequate project preparation quality and limited funding allocations. Furthermore, land acquisition problems often lead to delays in achieving financial closure for public-private partnership projects. Additionally, funding issues arising from disagreements between the government and business entities in risk-sharing have frequently impeded these projects. Moreover, the government's limited guarantees available for infrastructure projects have reduced investment interest in Indonesia.

Starting from 2019, the development of Human Resources (HR) has become a primary focus in the development strategy, with the goal of improving the welfare of the population and accelerating economic growth. Strengthening highly skilled human resources correlates closely with increased work productivity, a critical factor in coping with rapid changes in the business, economic, political, and cultural landscapes.

HR management has become a critical subject of study in companies because the challenges faced by businesses extend beyond raw materials, capital, tools, and production. Human resources are, notably, the individuals who carry out and manage the factors of production and simultaneously constitute the very purpose of production activities. Human resources are an invaluable asset to organizations as they actively contribute to the functioning of the company and decision-making processes. HR management encompasses influencing employee behavior, attitudes, and performance through company policies and systems. Employee performance plays a crucial role in a company's success, and every organization strives to enhance employee performance with the hope of achieving its objectives.



The success of a company or organization in attaining profits hinges on the human element with high performance, as high performance will have an impact on the company's output, which in turn increases. Performance, which is a critical factor for a company to achieve desired outcomes, becomes highly central. Conversely, low performance issues significantly affect a company's success in achieving its organizational goals. This is also evident in the case of UD. Ony, where a decrease in employee performance is indicated by several factors, including a decline in profitability, as shown in Figure 1.1 below, specifically in the sales and profitability report of UD Ony.

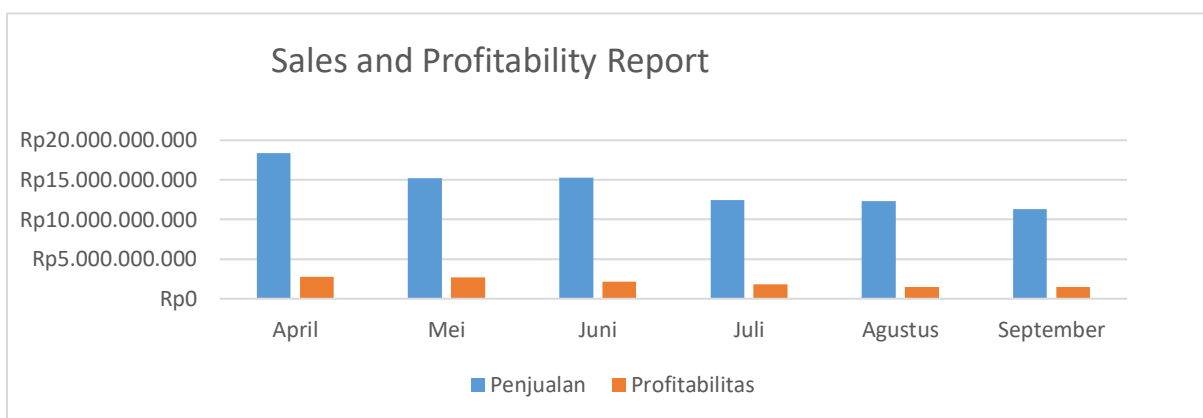


Figure 1, sales and profitability

Outstanding employee performance holds significant importance in enhancing the effectiveness, efficiency, and exceptionally high quality of completing a series of tasks assigned to an individual worker within a company or organization. In connection with this, employee performance becomes highly crucial for any organization, including a Retail Business (RB), due to its influential role in the success of a company. The tasks of employees in small-scale retail businesses, such as convenience stores, involve a different type of service compared to larger supermarkets. Employees working in sales are responsible for serving customers who come to shop. Specifically, the job responsibilities in small-scale retail businesses go beyond providing excellent customer service. Employees are also tasked with locating items ordered by customers in the warehouse, maintaining records, keeping track of merchandise inventory, and effectively communicating with the owner in sales reports. However, it is not just the quality of service that matters; there are also additional responsibilities beyond their primary duties that can impact sales performance. The reality in the field often differs from this idealism, as explained in Figure 2.

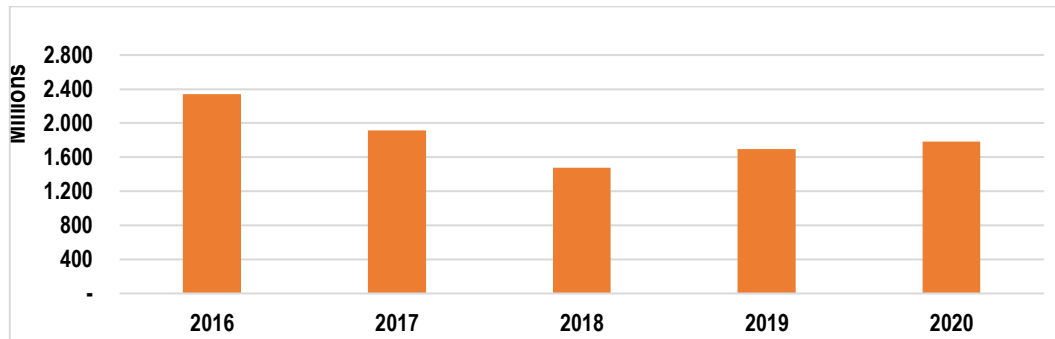


Figure 2. low employee

In order to address the low employee performance that has led to a decline in the existence and profitability of the retail business, there are several dominant factors contributing to the performance decline. One of these factors is leadership style that adapts to the employees' situation. Regarding leadership styles in the retail business, ideally, a situational leadership style is more suitable because leaders can make the most valuable contributions to achieving organizational objectives in situations and environments that vary (Rezeki, 2021). This research aligns with Arianto et al., (2017), which states that leadership styles can influence employee performance outcomes.

Research conducted by (Azizah et al., 2017) and (Husaini, 2017) has found that situational leadership style does not have an impact on employee performance. However, there are differing findings based on the study conducted by Munawir et al., (2018), which states that situational leadership style can influence employee performance. Dermawan et al., (2018), also support the research conducted by (Munawir et al., 2018), suggesting that situational leadership style can affect employee performance. The studies conducted by (Munawir et al., 2018) and Dermawan et al., (2018) are reinforced by the opinion of (Setyorini et al., 2018), who asserts that situational leadership style can influence employee performance.

Hence, further research is needed in the realm of Retail Businesses, as situational leadership style emerges as a highly dominant factor that can impact employee performance. Given the disparities in research findings, this study will proceed in accordance with the real-world phenomena, incorporating job satisfaction as a mediating variable.



## 2. LITERATURE REVIEW

### 2.1 Employe Performance

The term "performance" is multifaceted, with various definitions and nuances across research studies. According to Anwar et al. (2020), performance can be understood as the achievement of goals, demonstrating work capability, and adhering to time constraints. Falah (2017) emphasizes performance as an indicator of individual quality supported by precise job measurement, emphasizing its direct correlation with productivity within an organization. Wiandari & Darma (2017) highlight the quantitative and qualitative aspects of performance, emphasizing its adherence to norms, standard procedures, and established organizational criteria. Meanwhile, Herdiawan Hidayat (2021) defines performance as the actions or inactions of employees in carrying out their job responsibilities, which reflect their abilities, skills, and motivation.

In another perspective, Juliningrum & Sudiro (2018) view employee performance as the result of planned job processes executed by employees in conjunction with the company's goals and objectives. Gomes (as cited in Kadek, 2017) associates employee performance with productivity, linking it to output, efficiency, and effectiveness. Debby Siswono (2016) portrays performance as a reflection of the level of achievement in implementing activities, programs, or policies aligned with an organization's overarching goals and vision. It's crucial to recognize that employee performance not only contributes to an organization's progress but also significantly impacts the attainment of its predetermined objectives. Ultimately, optimal performance entails adherence to organizational standards and empowers employees to fulfill their assigned tasks and responsibilities efficiently, ultimately driving the company toward its desired goals.

Prawirosentono (2016) delineates various dimensions for evaluating or measuring performance, including effectiveness, responsibility, discipline, and initiative. Effectiveness pertains to the achievement of group goals as planned. Responsibility is an integral part of performance, reflecting the consequences of authority ownership, where individuals are obligated to execute their responsibilities earnestly. Discipline signifies adherence to laws and applicable rules, particularly within the context of employment agreements between employees and their respective companies. Initiative relates to creative thinking and the generation of ideas aligned with organizational objectives. The initiative displayed by employees serves as a driving force for progress, ultimately influencing their performance.

According to Giantari & Riana (2017), indicators for assessing employee performance encompass several dimensions. Firstly, there's the quantity of work, which signifies the output of tasks completed by individuals or groups, with each task requiring specific knowledge, skills, and abilities. Secondly, there's the quality of work, where employees must





meet predefined quality standards for the tasks they undertake. Adherence to these quality standards is a hallmark of good performance. Thirdly, timeliness is crucial for certain types of tasks, as they may be interdependent and require prompt completion. Additionally, attendance is essential for specific tasks, necessitating employees to be present as scheduled. Lastly, the ability to collaborate is important since not all tasks can be accomplished by a single employee.

## 2.2 Job Satisfaction

Astiti (et al., 2019) posits that job satisfaction refers to the common attitude an individual displays towards their work. Those with high job satisfaction exhibit a positive attitude towards their tasks, while those dissatisfied tend to display a negative attitude. Sopyan (2018) defines job satisfaction as a positive attitude held by employees, encompassing feelings and behaviors towards their work, based on the evaluation of a job's significance in achieving important work-related values. Meilina (2017) states that job satisfaction is a positive feeling towards one's job that arises from an evaluation of its characteristics. Those with high job satisfaction tend to have positive feelings about their work, while those with lower levels tend to have negative sentiments. Andika (2019) characterizes job satisfaction as an attitude held by employees towards their work, formed through their perceptions of the job. The importance each individual places on their job's outcomes varies, leading to different levels of job satisfaction for essentially similar job content.

In their study, Wibawa & Putra (2018) assert that every employed individual anticipates experiencing job satisfaction within their respective companies, conceptualizing it as an emotionally pleasant state stemming from an individual's assessment of their work-related values and their facilitation. D. Iskandar (2018) further defines the key indicators of job satisfaction, encompassing the nature of one's job tasks, the adequacy of their compensation in relation to perceived fairness, opportunities for career advancement, the role of supervisors in providing guidance, and the interactions with colleagues, all of which collectively contribute to an individual's overall job satisfaction.

## 2.3 Situational Leadership

Situational leadership, as described by John R. Schermerhorn (2011, p. 320), revolves around leaders' adaptability to the readiness levels of their followers. A foundational concept in this leadership approach is the recognition that there is no universally ideal leadership style. Instead, effective leadership hinges on the context and the task's relevance, prompting successful leaders to tailor their leadership styles accordingly. Arianto et al. (2017) expand







on situational leadership, emphasizing a manager's ability to identify environmental cues, diagnose situations, and choose suitable leadership styles based on the prevailing conditions. Fiedler (2010, p. 363) further elucidates that the crux of the situational approach lies in a manager's inclination to assess the work situation they encounter, discerning whether it aligns with their leadership style. By employing a situational approach, leaders minimize the potential for interpersonal conflicts, fostering strong social bonds and heightened mutual concern between superiors and subordinates. This sense of empathy and camaraderie encourages employees to be more considerate of their colleagues' circumstances and to assist one another (Altruism).

Arianto et al. (2017) present a comprehensive framework for evaluating situational leadership styles, consisting of four key components. First, the "Telling Style" is apt for employees new to an organization, emphasizing high task orientation and low relationship orientation, as they require substantial guidance and orientation to organizational procedures. Second, the "Selling Style" is relevant when employees are in the learning phase; it maintains high task orientation but also offers greater support and dependence from leaders. The third stage, the "Participating Style," is characterized by high relationship orientation and low task orientation, suitable for employees seeking increased responsibilities and demonstrating higher competence and motivation. Finally, the "Delegating Style," suited for the fourth stage, caters to self-confident, experienced employees with reliable responsibilities who require less hands-on guidance.

### 3. RESEARCH METHOD

The type of research used in this study is causal explanatory research that seeks to test the influence between variables in structural models that seek to test the influence of dependent variables on independent variables. Quantitative research starts from the research hypothesis with the concept of clear variables, then makes calculations and systematic data processing before collecting data with existing standardization. The population in this study was UD Ony employees of 60 people. The determination of the number of samples in this study was carried out using the Random sampling method so that the number of samples in this study was 60.

There are four (4) research variables, namely, 2 independent variables, the Mediation variable, and 1 (one) dependent variable. The first independent variable is the Transformational Leadership Style. The second independent variable is Job Satisfaction. One of the dependent variables is Employee performance. The framework of the influence of independent variables on dependent variables in this study is as follows



#### 4. RESULT

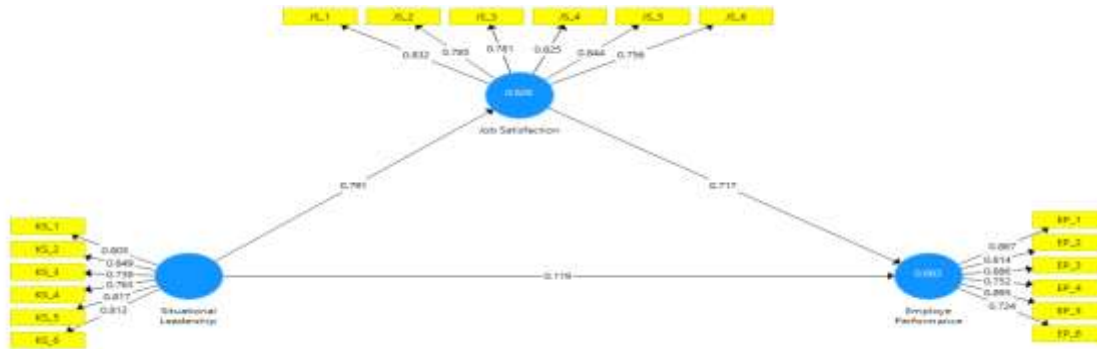


Figure 3. Outer Loading Test Results

Based on the description of Figure 3, the results of the validity test show that 6 instrument items from the Situational Leadership (KS) variable, 6 instrument items from the Job Satisfaction (JS) variable, and 6 instrument items from the Employee Performance (EM) variable are all declared valid because the results of their respective data processing -each instrument that produces a value above  $> 0.7$  or greater than  $> 0.7$  there are 38 items that are declared valid because the results of their respective validity tests show that these instruments produce valid results.

**Table 1 Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance_	0,90	0,91	0,93	0,68
Job Satisfaction	0,89	0,89	0,92	0,65
Situational Leadership_	0,89	0,89	0,91	0,64

The conclusion from the table above indicates that all variables, namely Employee Performance, Job Satisfaction, and Situational Leadership, exhibit a high level of reliability. The Cronbach's Alpha for these three variables ranges from 0.89 to 0.90, indicating a high level of consistency in measurement. Additionally, the rho\_A values are in line with



Cronbach's Alpha, signifying strong reliability. The Composite Reliability for all variables also approaches 1, approximately ranging from 0.91 to 0.93, demonstrating that the measurement instrument is highly dependable.

Furthermore, the Average Variance Extracted (AVE) is a parameter that measures the extent to which a construct measured by a variable can explain the variability in the data. All AVE values in the table exceed 0.50, indicating that these variables possess good construct validity. Therefore, it can be concluded that the measurement instruments used to assess Employee Performance, Job Satisfaction, and Situational Leadership in this study are valid and reliable.

**Table 2. Structural model testing**

	R Square	R Square Adjusted
<b>Employee Performance_</b>	0,66	0,65
<b>Job Satisfaction</b>	0,63	0,62

In the table above, it can be concluded that the variables Employee Performance and Job Satisfaction have a reasonably good ability to explain the variation in the model. The R Square for Employee Performance is approximately 0.66, while the Adjusted R Square (R Square adjusted for the number of predictors in the model) is around 0.65. Similarly, for the Job Satisfaction variable, the R Square is approximately 0.63, with an Adjusted R Square of around 0.62.

Both of these variables have R Square and Adjusted R Square values that approach one, indicating their capability to account for a significant portion of the variance in the model. However, it should be noted that there is a slight difference between R Square and Adjusted R Square, which may suggest the possibility of additional predictors that could enhance the model. Nevertheless, the main conclusion is that Employee Performance and Job Satisfaction make a substantial contribution to explaining the variation in the studied model.

**Table 3. GoF (Goodness of Fit) Test**

	Saturated Model	Estimated Model
<b>SRMR</b>	0,08	0,08
<b>d_ULS</b>	1,17	1,17
<b>d_G</b>	0,89	0,89
<b>Chi-Square</b>	256,59	256,59
<b>NFI</b>	0,72	0,72



From the table above, it can be concluded that the estimated model (Estimated Model) exhibits a fit level (SRMR) of approximately 0.08, which is equal to the saturated model (Saturated Model). Additionally, both the d\_ULS and d\_G values for the Estimated Model and Saturated Model are identical, approximately 1.17. This indicates that the Estimated Model demonstrates a good fit with the Saturated Model in terms of measurement invariance.

Furthermore, the Chi-Square values for both the Estimated Model and Saturated Model are 256.59, indicating no significant difference between them in terms of model fit. Moreover, the NFI (Normed Fit Index) for the Estimated Model and Saturated Model also share the same value, approximately 0.72. This suggests that the Estimated Model adequately matches the Saturated Model in terms of goodness of fit.

Therefore, it can be concluded that the Estimated Model in this study demonstrates a good level of fit and adequacy with the Saturated Model, indicating that the estimated model appropriately represents the available data.

**Table 4. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Job Satisfaction -> Employee Performance_	0,72	0,72	0,12	5,91	<b>0,00</b>
Situational Leadership_ -> Employee Performance_	0,12	0,12	0,12	0,98	<b>0,33</b>
Situational Leadership_ -> Job Satisfaction	0,79	0,80	0,05	15,04	<b>0,00</b>
Situational Leadership_ -> Job Satisfaction -> Employee Performance_	0,57	0,57	0,10	5,78	<b>0,00</b>

The analysis of the hypothesis testing results reveals important insights into the relationships between the variables under study. Firstly, the relationship between Job Satisfaction and Employee Performance was found to be significant, with a high T-Statistic value of 5.91 and a very low P-Value of 0.00, which is well below the chosen significance level of 0.05. This suggests that Job Satisfaction has a substantial and positive impact on Employee Performance. This finding aligns with the initial hypothesis, indicating that employees who experience higher levels of job satisfaction tend to perform better in their roles.

Secondly, the hypothesis testing regarding the relationship between Situational Leadership and Employee Performance showed that there was no significant connection





between the two variables. The T-Statistic value of 0.98 and the P-Value of 0.33, which exceeds the significance level of 0.05, indicate that Situational Leadership does not have a significant direct impact on Employee Performance. Consequently, the research does not support the hypothesis that Situational Leadership alone leads to improved employee performance.

However, the analysis did reveal an important connection between Situational Leadership and Job Satisfaction. The T-Statistic value of 15.04 and the very low P-Value of 0.00 strongly support the hypothesis that Situational Leadership significantly influences Job Satisfaction. This suggests that leaders who adapt their leadership style to the situation at hand can positively affect their employees' job satisfaction. Furthermore, the combination of Situational Leadership, Job Satisfaction, and Employee Performance was found to have a highly significant positive impact, with a T-Statistic value of 5.78 and a P-Value of 0.00. This highlights the importance of considering these three variables together when examining their collective influence on employee performance.

In conclusion, this analysis underscores the significance of Job Satisfaction in enhancing Employee Performance and the role of Situational Leadership in positively affecting Job Satisfaction. Although Situational Leadership does not directly impact Employee Performance, its influence on Job Satisfaction, when combined with other factors, can lead to improved overall employee performance. These findings provide valuable insights for organizations seeking to optimize their leadership strategies and employee performance outcomes.

## 5. DISCUSSION

The results of the hypothesis testing provide valuable insights into the relationships between Job Satisfaction, Situational Leadership, and Employee Performance within the context of this study.

First and foremost, the finding that Job Satisfaction significantly influences Employee Performance aligns with established theories in organizational psychology. This result suggests that employees who are more satisfied with their jobs tend to perform better. This relationship underscores the importance of organizations prioritizing initiatives aimed at enhancing job satisfaction among their workforce. By doing so, they can potentially boost overall employee performance, leading to greater productivity and positive outcomes for the organization.

On the other hand, the lack of a significant direct relationship between Situational Leadership and Employee Performance was an interesting finding. While Situational Leadership theory emphasizes the adaptability of leadership styles to match employee





readiness, this study did not find a direct impact on employee performance. This may suggest that other factors, such as job satisfaction or additional leadership dimensions, play a more critical role in influencing performance. Organizations should take this into account when designing leadership development programs and consider a more comprehensive approach to leadership effectiveness.

The highly significant relationship between Situational Leadership and Job Satisfaction highlights the importance of leaders' ability to adapt their leadership styles to suit varying situations. When leaders can effectively navigate different scenarios and cater to their team members' needs, it positively affects their job satisfaction. This finding underscores the role of leaders as facilitators of employee well-being and suggests that investing in leadership training that focuses on situational adaptability could be beneficial for organizations.

Furthermore, the strong positive impact of the combination of Situational Leadership, Job Satisfaction, and Employee Performance emphasizes the interplay of these variables. Organizations should recognize that these factors are interconnected and should be considered holistically when assessing and improving employee performance. In conclusion, this study's results provide valuable guidance for organizations aiming to optimize their leadership strategies and enhance employee performance by focusing on job satisfaction and the adaptability of leadership styles. Further research could delve deeper into the nuanced dynamics of these relationships, considering additional contextual factors, to refine leadership and human resource management practices even further.

## 6. CONCLUSION

This study delved into the relationships among Job Satisfaction, Situational Leadership, and Employee Performance. The findings shed light on several crucial aspects of organizational dynamics.

Firstly, the study confirmed the significant positive impact of Job Satisfaction on Employee Performance. Organizations should prioritize efforts to enhance job satisfaction among their employees as it directly contributes to improved performance, increased productivity, and overall organizational success.

Secondly, the analysis revealed that Situational Leadership, when considered in isolation, does not have a direct influence on Employee Performance. However, Situational Leadership emerged as a pivotal factor in shaping Job Satisfaction. This underscores the importance of leadership adaptability and its role in fostering a positive work environment and employee contentment.





Additionally, when Situational Leadership, Job Satisfaction, and Employee Performance were examined collectively, a substantial and positive relationship emerged. This highlights the interconnected nature of these variables. Organizations should recognize that an effective leadership approach, coupled with satisfied employees, can significantly bolster overall employee performance.

In conclusion, this study underscores the intricate relationships within organizational settings. It emphasizes the need for a holistic approach to leadership and employee management. By nurturing job satisfaction and cultivating adaptable leadership styles, organizations can create a conducive work environment that ultimately leads to enhanced employee performance and, consequently, organizational success. Future research may explore additional contextual factors to further refine these relationships and guide organizations in optimizing their strategies for employee performance and satisfaction.

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