



## The Effect of Situational Leadership and Organizational Culture on Employee Performance Through Job Satisfaction

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### **Abstract**

Performance is an essential factor in an organization; increasing organizational performance can be affected by the leadership and organizational culture. Good leadership and organizational culture will create job satisfaction for employees, thereby improving employee performance in the organization. The purpose of this study was to examine and analyze the effect of situational leadership and organizational culture on employee performance with job satisfaction as an intervening variable. This study employed Structural Equation Modeling analysis using a sample of 275 employees of fire management and rescue of the North Jakarta administration. The data were analyzed using Lisrel software. The results showed that situational leadership and organizational culture did not have a significant relationship with performance directly. Nevertheless, situational leadership and organizational culture had a positive and significant effect on job satisfaction, while job satisfaction had a positive and significant effect on employee performance. It is suggested that the organization needs to pay attention to job satisfaction which is a significant factor in improving employee performance. Further researchers can replicate the model in a different context to verify the applicability of the model.

**Keywords:** *Situational Leadership; Organization Culture; Job Satisfaction; Job Performance*

### **Introduction**

Employees, in carrying out their daily tasks, feel the need to obtain supporting factors that can provide job satisfaction so that they can carry out their main tasks and functions and can improve the performance expected by the organization. Performance is an important part of an organization (Farooqui & Nagendra, 2014). To achieve the vision, mission, and performance in an organization, it is necessary to have good leadership so that organizational goals can be achieved optimally (Rahadiyan et al., 2019). In this case, an effective leader who cares about the welfare of his/her subordinates is needed to improve the organizational performance (Setyorini et al., 2018). An organization will function effectively when it employs qualified employees with the right leadership style in order to create harmony between leaders

and employees (Flora, 2019). Effective leaders will take advantage of a variety of personalized leadership strategies. The leader needs to know how and when to use professional judgment in changing situations. This requires leaders to be more flexible in dealing with changes, pressures and obstacles to influence their followers to do the same (Santhiyavalli & Shyji, 2014).

Furthermore, in carrying out their duties, employees do not always depend on the direction of their leaders. Employees who have high work aggressiveness always determine work plans and complete them well (Sapada et al., 2017). In government organizations, organizational culture plays a very important role in increasing the success of an organization which is basically very much affected by how strong the organizational culture is, thus, it can affect the behavior and performance of its members (Edison et al., 2016). Organizational culture must be able to adapt from time to time to dynamic situations in order to overcome intra and inter-organizational transformations to meet different community backgrounds (Saad & Abbas, 2018). One of important factors in improving organizational performance is the creation of employee job satisfaction. Therefore, the contribution of a leader is needed both directly and indirectly in improving performance through job satisfaction of its employees (Setyorini et al., 2018). An increase in job satisfaction is expected to improve employee performance in accordance with organizational goals (Noviyanti et al., 2019; Syah et al., 2020). The organizational performance is greatly influenced by organizational culture. The concept of organizational culture is very basic among individuals, groups, and organizations, so that it can affect job satisfaction (Dirisu et al., 2018).

Job satisfaction is significantly affected by the role of a leader that is inseparable from the form of caring, giving advice, praise, and providing assistance to employees when they experience difficulties at work (Sapada et al., 2017). The significant job satisfaction of an employee can drive performance in the organization (Takdir et al., 2020). It is because perceived job satisfaction can encourage employees' desire to work optimally, even more than the duties and responsibilities of an employee (Aprilda et al., 2019).

This study focuses on how organizations achieve good performance through a situational leadership style and organizational culture through job satisfaction. Studies on the variable relationship between situational leadership and job satisfaction conducted by (Parveen & Tariq, 2014; Santhiyavalli & Shyji, 2014; Setyorini et al., 2018) discovered that situational leadership had a positive and significant effect on job satisfaction. The results of this study are supported by a study conducted by (Rahadiyan et al., 2019) showing that situational leadership had a significant effect on improving performance through job satisfaction. Previous studies that examined the relationship between organizational culture and job performance variables by (Marbawi et al., 2018; Sapada et al., 2017) suggested that organizational culture had a positive and significant effect on job satisfaction. Other studies examining the relationship between job satisfaction and employee performance were conducted by (Karaalioglu & Karabulut, 2019; Wu et al., 2017) stating that job satisfaction had a positive and significant effect on employee performance.

However, another study suggested different results that organizational culture did not have a significant impact on job satisfaction (Sadiartha & Sitorus, 2018). A study conducted by (Kalkavan & Katrinli, 2014) also provided different results that job satisfaction did not have a significant impact on employee performance. It is supported by a study conducted by (Fu & Deshpande, 2014) in an insurance company which concluded that job satisfaction did not have a significant impact on employee performance.

Moreover, a study conducted by (Dirisu et al., 2018) which examined the indirect relationship between organizational culture and job performance claimed that organizational culture had an impact and is able to improve performance through job satisfaction. However, it is different from the results of a study carried out by (Pawirosumarto et al., 2017) which declared that job satisfaction was not a mediating variable between organizational culture and employee performance. Accordingly, several different results of studies become gaps in this study.

Based on the aforementioned explanation, there are several different results of studies between the direct and indirect variable relationships. In addition, study on the relationship between variables of situational leadership, organizational culture, job satisfaction, and job performance is still rare. In previous studies, there are also differences in the object of research and the research methodology used. Importantly, more in-depth research needs to be done to determine the effect of situational leadership and organizational culture on employee performance with job satisfaction as an intervening variable.

## ***Hypothesis***

### **Situational Leadership on Job Performance**

Situational leadership style has a very significant role in employee performance. The existence of good and precise direction and understanding can increase the positive impact on employee performance (Ferdianto et al., 2019). According to (Rahadiyan et al., 2019) in their study, situational leadership style had a positive and significant effect on performance, in which good leadership can improve employee performance.

Situational leadership theory testing conducted by (Thompson & Glasø, 2015) which was tested from three perspectives showed that performance had a very significant relationship and was positively correlated with the support of a leader. This indicates that the work performance of employees with work experience that is suitable and in accordance with the direction of the leader tends to increase compared to the work performance of employees with the same experience but does not match the direction of the leader. Thus, good and appropriate leadership will improve employee performance. Based on the above statement, the research hypothesis is:

H<sub>1</sub>: Situational leadership has a positive effect on employee performance.

### **Organizational Culture on Employee Performance**

Organizational culture has an important role in improving organizational performance. The results of a study carried out by (Tannady et al., 2019) showed that organizational culture played a positive and significant role in improving employee performance. Elements of organizational culture such as managing change, achieving goals, teamwork and cultural strengths had a positive effect on employee performance, but with varying intensity (Saad & Abbas, 2018).

In a study conducted by (Dirisu et al., 2018), it was known that taking advantage of organizational culture and instilling existing values could influence and improve organizational performance. A good organizational culture will make employee performance higher. This is consistent with a study conducted by (Sapada et al., 2017) which concluded that organizational culture had a positive and significant effect on job performance, so that a good organizational culture could improve employee performance. Based on the above statement, the research hypothesis is:

H<sub>2</sub>: Organizational culture has a positive effect on employee performance.

### **Situational Leadership on Job Satisfaction**

The role of a leader is very important in achieving an organizational goal through improving performance by ensuring employee job satisfaction. Here, employee job satisfaction levels may vary from person to person, place, job, as well as organization to organization. A study conducted by (Santhiyavalli & Shyji, 2014) concluded that situational leadership had a positive and significant effect on job satisfaction.

Importantly, another study conducted by (Setyorini et al., 2018) revealed that situational leadership positively affected job satisfaction, by promoting exemplary employees. Situational leadership in relation to job satisfaction can have a positive and significant impact. This relationship can be seen from the results of a study conducted by (Parveen & Tariq, 2014) which believed that situational leadership had a positive and significant impact. The existence of direction and participation of a leader to its members can increase employee job satisfaction. Based on the above statement, the research hypothesis is:

H<sub>3</sub> : Situational leadership has a positive effect on job satisfaction.

### **Organizational Culture on Job Satisfaction**

Organizational culture is a value system or symbol that is understood, believed and obeyed by all employees so that it will establish good relationships between colleagues. There is a positive and significant relationship between organizational culture and job satisfaction (Pawirosumarto et al., 2017). Organizational culture has a positive and significant effect on job satisfaction. By maintaining and enhancing the organizational culture, employees feel close and get attention from management. It can also maintain existing cultural values, which can have an impact on the improvement of performance (Marbawi et al., 2018).

There are basically significant differences between aspects of the type of organizational culture that employees currently prefer. In a study conducted by (Belias et al., 2015), the results showed that organizational culture could predict the level of job satisfaction of employees in the organization. A study conducted by (Sapada et al., 2017) also mentioned that there was a relationship between organizational culture and job satisfaction which has a positive and significant impact. The existence of a good organizational culture will create good job satisfaction, so that employees will try to complete their work as well as possible. Based on the above statement, the research hypothesis is:

H<sub>4</sub>: Organizational culture has a positive effect on job satisfaction

### **Job Satisfaction on Employee Performance**

Employees who already fit into the organizational culture and feel satisfied tend to have a positive attitude and do a better job (Wu et al., 2017). A study by (Farooqui & Nagendra, 2014) claimed that job satisfaction had a positive effect on job performance. Employees who have tasks in accordance with their abilities tend to show higher performance. It is supported by an analysis conducted by (Karaalioglu & Karabulut, 2019) which stated that job satisfaction had a positive and significant effect on job performance. In addition, the results of this study also showed that job satisfaction had an important role as a mediator in improving job performance.

Job satisfaction in an organization directly affects job performance when employee job satisfaction increases (Hutabarat, 2015). Another study conducted by (Sidabutar et al., 2020) concluded that job satisfaction had a positive relationship with employee performance. It represents that higher job satisfaction of an employee can improve his/her performance in the organization. In another field, it was found that job satisfaction had a positive impact on performance, both in the public, non-profit and private sectors, which indicated that high job satisfaction could improve performance (Hsieh, 2016). Based on the above statement, the research hypothesis is:

H<sub>5</sub>: Job satisfaction has a positive effect on employee performance.

## Research Framework

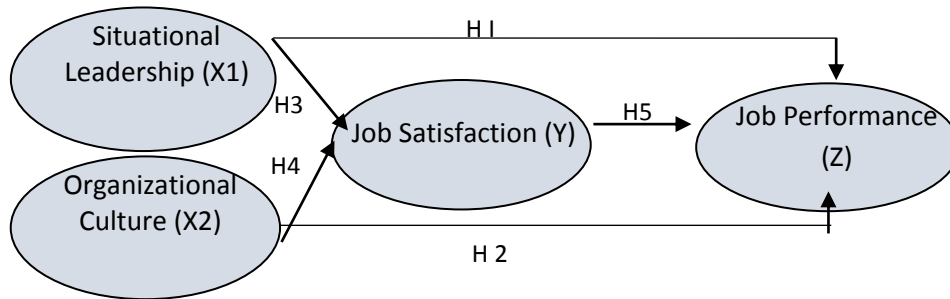


Figure 1. Research Framework

Source : (Rahadiyan et al., 2019) and (Dirisu et al., 2018)

## Research Methods

This study used a quantitative approach; a method for examining specific populations and samples which makes it easier to conduct research. The sample was selected using random sampling. Data were collected based on research instruments (Sugiyono, 2014). This study used an explanatory research design, which aims to analyze the relationship between the independent variables (situational leadership/X1 and organizational culture/X2) on the dependent variable (job performance/Z), with job satisfaction/Y as an intervening variable.

In addition, correlational research was also carried out to see whether or not there was a relationship between these variables. To determine the level of significance and the relationship between variables, this study utilized the Structural Equation Modeling (SEM) analysis method considering that this method is able to confirm the dimensions of a factor or concept and has the ability to measure the effect between relationships theoretically. The results of data collection were processed using Lisrel software (Hair et al., 2010).

The population in this study were employees in the Fire and Rescue Department of North Jakarta including employees in tribal office, sector office, and fire station in each village. The sample in this study were employees who served as operational staff at the fire station in DKI Jakarta area. They were the employees in the Fire and Rescue Department of DKI Jakarta province with a total of 275 people.

In this study, the measurement of situational leadership style was measured in two dimensions: supportive behavior and directive behavior, with a total measurement of 14 question items (Luo & Liu, 2014; Oldham & Cummings, 1996). Organizational culture was measured by three dimensions including supportive, innovative, and bureaucratic with a total measurement of 24 statement items (Al-Sada et al., 2017; Saha & Kumar, 2018; Wallach, 1983). Job satisfaction was measured by two dimensions developed by (Porter & Lawler, 1968), namely intrinsic satisfaction and extrinsic satisfaction, with a total measurement of 6 question items (Yang & Hwang, 2014). Besides, job performance was measured by two dimensions developed by (Borman & Motowidlo, 1997), contextual performance and task performance with a total measurement of 14 question items (Yang & Hwang, 2014).

## Results

### Descriptive Analysis of Respondents

Descriptive analysis is used to analyze demographic data and general information about respondents. The characteristics of the respondents in this study consisted of sex, age, education and years of service. Based on Table 1, it can be seen that 99.6% of the respondents were male. This is because the majority of firefighters worked as field operational personnel. There were only 0.4% of female respondents who worked as administrative staff. Age was dominated by the 30-39-year age group by 53.2%, while in terms of the last education, 36.6% of respondents were graduates of Bachelor's Degree.

### Normality Test and Outlier Detection

Before the data were processed further, data cleaning was carried out by performing the Mahalanobis distance test, which obtained a value of 93.167. Thus, all IDs with MAH value  $> 93.167$  was deleted. There were 9 outliers from the initial data of 284 respondents, getting the final data of 275 respondents. A multivariate normality test was then carried out which obtained the following results:

Table 2. Results of the Multivariate Normality Test

Skewness			Kurtosis			Chi-Square P-Value	
Value	Z Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
1035.048	63.424	0.000	3552.419	20.233	0.000	4431.909	0.000

Source: Primary Data processed, 2020

Based on Table 2, the results of the normality test show that the data do not meet the assumption of multivariate normality since the p value of skewness and kurtosis  $< 0.05$ . However, it could be overcome by looking at GoF – NNFI. NNFI  $> 0.9$ .

### Construct Validity Test

Testing in this study was carried out using the Lisrel 8.80 application program. The validity test of the data obtained found that several indicators had a loading factor below 0.60. According to (Hair et al., 2010), the loading factor value of construct reliability is between 0.60 and 0.70. Based on the results of the Standardized Solution output of the initial measurement, there were 13 indicators having a loading factor value  $< 0.60$ : SB3, SB5, SB6, DB1, DB3, DB4, SUP5, INV4, BIR8, TP1, CP1, CP7, and CP8. These indicators should be excluded from the initial measurement model. Meanwhile, for the t-value from the initial measurement results, there were two indicators whose value was below 1.96: SB6 and DB4. These indicators had to be excluded from the measurement model (Table 3).

After subtracting several indicators whose values did not match the specified values, the standardized solution output values were all above 0.60 with RMSEA 0.07, while t-value was above 1.96 with RMESA 0.071. Based on the results of these measurements, it could be concluded that all indicators were valid (Table 4).

### Discriminant Validity Test

The second validity test was the discriminant validity test. This test could be seen from the results of the cross-loading value on each question indicator towards the variable.

Table 5. Fornell-Larcker Test

	SB	DB	SUP	INV	BIR	IS	ES	TP	CP
SB	0.71	0.66	0.66	0.67	0.61	0.60	0.61	0.50	0.56
DB	0.66	0.94	0.42	0.41	0.44	0.39	0.45	0.43	0.43
SUP	0.66	0.42	0.73	0.70	0.72	0.72	0.70	0.71	0.70
INV	0.67	0.41	0.70	0.73	0.72	0.71	0.72	0.70	0.69
BIR	0.61	0.44	0.72	0.72	0.76	0.72	0.72	0.70	0.71
IS	0.60	0.39	0.72	0.71	0.72	0.75	0.71	0.69	0.70
ES	0.61	0.45	0.70	0.72	0.72	0.71	0.74	0.70	0.68
TP	0.50	0.43	0.71	0.70	0.70	0.69	0.70	0.72	0.70
CP	0.56	0.43	0.70	0.69	0.71	0.70	0.68	0.70	0.71

Source: Primary Data processed, 2020

Based on Fornell-Larcker test results above, it could be concluded that one variable was unique or different from one another.

### Construct Reliability Test

Reliability testing can be done by looking at the CR and VE values. The indicator is declared reliable if the value of CR > 0.7, while the value of VE > 0.5. Based on the results of CR and VE calculations, it could be seen that the indicators in the construct had a loading factor value > 0.5 and the calculation results showed that the value of CR > 0.7 and VE > 0.5. Thus, it could be stated that the indicators were reliable (Table 5).

### Coefficient of Determination Test

Coefficient of determination test ( $R^2$ ) is used to determine how much the model's ability to explain the variation of the dependent variable, with the coefficient of determination between zero and one.

Table 6. Results of the coefficient of determination of job satisfaction and employee performance

Variables	$R^2$	Note
JS	0.77	Significant
JP	0.64	Significant

Source: Primary Data processed, 2020

Based on Table 6, the R Square value for job satisfaction is 0.77 and the R square value for employee performance is 0.64. Job satisfaction with a value of 0.77 indicates that the variables of situational leadership and organizational culture have significant effect on job satisfaction. Besides, employee performance with a value of 0.64 indicates that situational leadership and organizational culture have significant effect on employee performance.

### Goodness of Fit Test

Goodness of fit test can be done by looking at several goodness of fit criteria such as: RMSEA, NFI, NNFI, CFI, IFI, and RFI. After processing the data, the following results were obtained:

Table 7. Goodness of Fit

No	GOF Index	GOF Target	Test Results	Criteria
	RMSEA	$P \geq 0.05$	0.072	Good Fit
	NFI	$NFI \geq 0.90$	0.96	Good Fit
	NNFI	$NNFI \geq 0.90$	0.97	Good Fit
	CFI	$CFI \geq 0.90$	0.97	Good Fit
	IFI	$IFI \geq 0.90$	0.97	Good Fit
	RFI	$RFI \geq 0.90$	0.95	Good Fit

Source: Primary Data processed, 2020

Based on Table 7, several criteria have met the predetermined GOF targets. Accordingly, it can be concluded that the goodness of fit of all models was good (Good Fit).

**Goodness of Fit Test of Structural Equation Modeling**

The results of structural equation modeling test can be seen in the following figure:

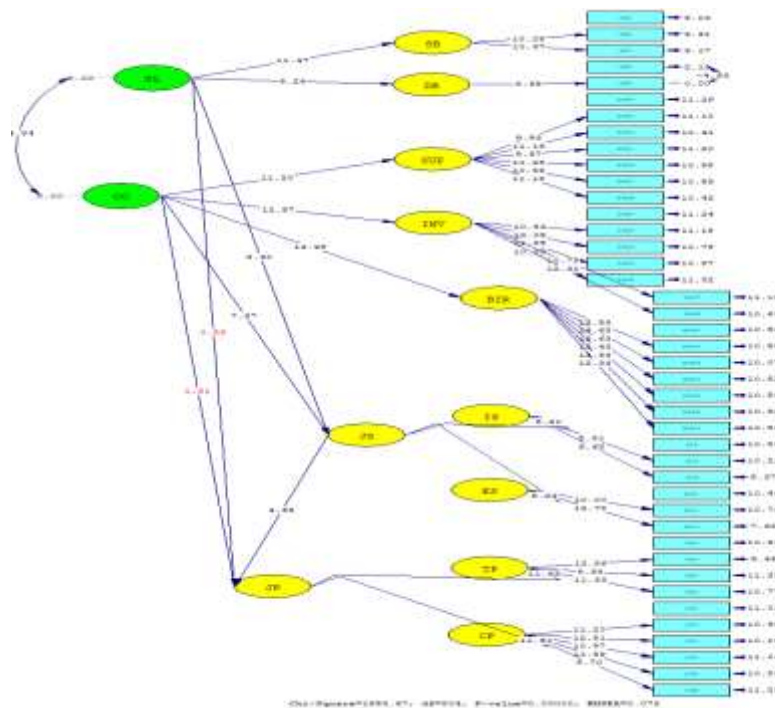


Figure 5. Structural Equation Modeling Test



## Hypothesis Testing

The test results of each hypothesis obtained the following t-value:

Table 8. Hypothesis Testing Results

Relationship	Coefficient	t-values	Results
Situational Leadership → Employee Performance	0.04	0.59	Rejected
Organizational Culture → Employee Performance	0.17	1.51	Rejected
Situational Leadership → Job Satisfaction	0.16	2.40	Accepted
Organizational Culture → Job Satisfaction	0.76	7.97	Accepted
Job Satisfaction → Employee Performance	0.61	4.55	Accepted

Source: Primary Data processed, 2020

Based on Table 8, the following hypothesis testing results were obtained: first, situational leadership on employee performance obtained a coefficient value of 0.04 and a t-value of 0.59 < 1.96. It did not support hypothesis 1 in the study, so the hypothesis 1 was rejected. Second, organizational culture on employee performance obtained a coefficient value of 0.17 dan t-value of 1.51 < 1.96, which did not support hypothesis 2. Thus, the hypothesis 2 was rejected. Third, situational leadership on job satisfaction shows a coefficient value of 0.16 and a t-value of 2.40 > 1.96 which supported hypothesis 3. Thus, the hypothesis 3 was accepted. Fourth, organizational culture on job satisfaction obtained a coefficient value of 0.76 with a t-value of 7.97 > 1.96 which supported hypothesis 4 in this study. Thus, hypothesis 4 was accepted. Fifth, the relationship between job satisfaction and job performance obtained a coefficient value of 0.61 and a t-value of 4.55 > 1.96 which supported hypothesis 5 in this study, thus, hypothesis 5 was accepted.

## Discussion

### The Effect of Situational Leadership on Employee Performance

SEM analysis results showed that situational leadership had a positive and insignificant effect on employee performance, providing an interpretation that situational leadership did not directly showed optimal results for improving employee performance. In this study, there was one factor that is very dominant in situational leadership, that was the existence of leader's direction on what to do and how to do it.

The role of a leader is very important in an organization, both internally and externally. A leader is considered successful if he/she is able to organize the organization and is able to carry out his/her duties effectively. The applied situational leadership style consists of two dimensions, namely support and direction. From several indicators of situational leadership, the style of support (supportive) is the most prominent.

The results of this study are different from the study conducted by (Thompson & Glasø, 2015) which concluded that performance was very significant and positively correlated with the support of the leader, which means that good and appropriate support and direction can improve employee performance. Previous study conducted by (Ferdianto et al., 2019) discovered that situational leadership had a significant positive effect on performance. His research stated that changes in leadership management could have a significant effect on employee performance.

The results of this study on the relationship between situational leadership and employee performance indicated that the behavior of a leader would be effective depending on the level of readiness

of a leader to influence others. This shows that high and good leadership does not always make employees willing to carry out their duties.

### **The Effect of Organizational Culture on Employee Performance**

Based on the results of SEM analysis, it was found that organizational culture had a positive and insignificant effect on employee performance. This means that the better the organizational culture, the better the performance. However, this result is not significant, so the relationship of this variable has no effect. (McShane & Von Glinow, 2010) affirmed that strong organizational culture had the potential to improve performance, and vice versa.

Furthermore, the indicators used in this study were supportive, innovative, and bureaucratic organizational culture. The strongest indicator in measuring organizational culture is the bureaucratic indicator, which is an organizational culture that has clear authority and duties to make it easier for employees to carry out their main duties and functions responsibly. In addition, in the supportive dimension, there is also dominant indicator, namely organizational culture which has mutual trust and loyalty to the organization.

The results of this study are different from the study conducted by (Dirisu et al., 2018) which showed that organizational culture had a positive and significant impact. Their research confirmed that improving performance required a communication approach, decision making, and completion of tasks in accordance with the needs of the organization. Different research results were found by (Saad & Abbas, 2018) that there was a positive and significant relationship between organizational culture and employee performance. Importantly, different research results were also discovered by (Tannady et al., 2019) concluding that organizational culture had a positive and significant effect on employee performance.

Empirically, the results of this study do not support the studies by (Dirisu et al., 2018; Saad & Abbas, 2018) which showed that the organizational culture in the organization was not yet fully embedded in every member of the organization.

### **The Effect of Situational Leadership on Job Satisfaction**

The results of the analysis showed that situational leadership had a positive and significant effect on employee job satisfaction. It indicates that the better the situational leadership is implemented, the higher the employee's job satisfaction. The dimensions of situational leadership used in this study were adopted from (Luo & Liu, 2014) including supportive behavior and directive behavior.

In this study, there were two main factors that could strengthen the effect of situational leadership on job satisfaction: 1) the presence of supervision and attention from leaders towards their employees; and 2) the attitude of leaders who always directed their employees about what to do and how to do it. Thus, those two are able to increase employee satisfaction in carrying out their work. The results of this study are in line with the results of previous study conducted by (Parveen & Tariq, 2014; Setyorini et al., 2018) which confirmed that direction and participation of leaders towards their subordinates could increase job satisfaction, with the results of their research showing that situational leadership had a positive and significant effect on job satisfaction. These results provide evidence that situational leadership has a positive effect on employee job satisfaction.

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

The results of the analysis showed that organizational culture had a positive and significant effect on employee job satisfaction in the Fire and Rescue Department. It indicates that

organizational culture is one of the important variables that can increase job satisfaction. The better the organizational culture that is carried out in the organization, the more employee job satisfaction increases. Studies conducted by (Belias et al., 2015) and (Sapada et al., 2017) showed that organizational culture had a positive and significant effect on job satisfaction.

The culture developed in the Fire and Rescue Department, especially in terms of having a clear position structure and the presence of organizational encouragement to create new things, greatly impacts employee job satisfaction. It can be seen from the results of the analysis showing a very significant value from several other indicators.

### **The Effect of Job Satisfaction on Employee Performance**

The results of the analysis showed that job satisfaction had a positive and significant effect on employee performance in the Fire and Rescue Department. It indicates that the higher the job satisfaction felt by an employee, the higher the employee work performance. The dimensions of job satisfaction used in this study were adopted from (Yang & Hwang, 2014) including intrinsic satisfaction and extrinsic satisfaction.

In this study, there were several dominant factors that could strengthen the effect of job satisfaction on performance, that that employees could provide their full potential in carrying out their main duties and functions as firefighters. Moreover, the existence of good working conditions can provide employee job satisfaction, thereby improving performance. The results of this study are in line with studies conducted by (Farooqui & Nagendra, 2014; Karaalioglu & Karabulut, 2019; Wu et al., 2017) which affirmed that employees who obtained job satisfaction tended to give and show higher performance. In addition, working conditions in an organization also greatly affected job satisfaction which could improve employee performance.

### **Indirect Effect**

This study found a positive and significant indirect relationship between situational leadership on employee performance through job satisfaction, while organizational culture indirectly had a positive and significant effect on performance through job satisfaction. In this case, job satisfaction is a very important factor in the Fire and Rescue Department. The job satisfaction obtained was proven to be able to improve the performance of firefighters in carrying out their main duties and functions in providing services to the community. One of the factors of job satisfaction that had a significant effect was that employees were given the full opportunity to give their job potential. Consequently, employees were satisfied with the results of their work. There were also efforts and support from organizations in improving current working conditions.

### **Conclusion**

Based on the test and analysis results, it can be concluded that situational leadership has a positive and significant effect on job satisfaction. The better the leadership carried out, the higher the employee job satisfaction. Organizational culture has a positive and significant effect on employee performance. It indicates that the better the organizational culture, the higher the employee job satisfaction. Additionally, job satisfaction has a positive and significant effect on employee performance, meaning that the higher the job satisfaction, the higher the employee performance.

More importantly, this study also found a positive and significant indirect relationship between situational leadership and employee performance through job satisfaction, and an indirect relationship

between organizational culture and employee performance through job satisfaction. In this case, job satisfaction is a very important factor in improving performance in an organization.

### **Limitation**

This study has limitations in analyzing research results. The limitations of this study are expected to be carried out by further studies. The first one is that the factors affecting employee performance in this study only consist of three variables: situational leadership, organizational culture, and job satisfaction, while there are many other factors affecting employee performance. The second one is that this study was only conducted in one service sector, the Fire and Rescue Department. Future studies are expected to be carried out in other sectors. The third one is that the population in this study consists only of male respondents, and the number of samples in this study is still at the minimum recommendation according to the number of indicators available.

### **Suggestion**

Future studies are suggested to be able to use this research model for conducting research with different case studies in the field of services or other manufacturing fields. It is possible to increase the population and research sample so that the research results can be maximized. Further researchers can also use broader technical analysis and data testing. Researchers in this study also provide suggestion to further researchers to be able to develop this research model by adding variables other than the variables used in this study to gain insight in improving performance.

### **Managerial Implications**

The implication of the results of this study is that employee performance is not affected by situational leadership and organizational culture. It shows that the situational leadership style is not always able to improve employee performance. Fire and Rescue Department is expected to be able to develop a good leadership style to improve its duties. Leaders can direct subordinates in a good, clear and structured way. Besides, leaders are expected to be able to provide support to their members as an attempt to achieve employee job satisfaction which will improve performance.

An important factor that needs to be considered in running an organization is the achievement of employee job satisfaction. The Fire and Rescue Department needs to develop a good organizational culture to increase the job satisfaction of its members. It can be done by creating a positive work atmosphere. It is expected that a good leadership style and culture can improve the performance of firefighters through achieving employee job satisfaction in carrying out their main duties and functions.

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