The influence of situational leadership on employee performance mediated by job satisfaction and Islamic organizational citizenship behavior

Ardian Mustofa^(a), Muafi^(b) *

^(a) Master of Management, Universitas Islam Indonesia, Indonesia

^(b) Professor, Department of Management, Universitas Islam Indonesia, Indonesia

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ABSTRACT

This study aims to examine and analyze the influence of situational leadership on employee performance mediated by job satisfaction and Islamic organizational citizenship behavior of the employee of CV. Wahyu in Cepu, Indonesia. This study is a quantitative research that is carried out based on empirical rational principles. The data is collected using a questionnaire with a number sample of 44 respondents which is then analyzed using SmartPLS software. The results of this study show that situational leadership has a positive and significant influence on employee job satisfaction; situational leadership has a positive and significant influence on the Islamic organizational citizenship behavior of the employee; situational leadership does not have any influence on employee performance; Islamic organizational citizenship behavior has a positive and significant influence on employee performance; employee job satisfaction has a positive and significant influence on employee performance, and situational leadership has a positive and significant influence on employee performance mediated by job satisfaction and Islamic organizational citizenship behavior.

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Introduction

Leadership is the backbone of organizational development, because without good leadership it will be difficult to achieve organizational goals and adapt to changes that occur inside and outside the organization (Handoko, 2008: 134). However, Hersey et al. (1977) stated that there is no single best leadership style that applies universally to all situations or environments, therefore the situational/contingency approach in choosing an effective leadership model is the best alternative.

The relationship between leadership style and organizational performance is a tolerant law that must be adhered to by every leader who wants to exceed targets, both time and things that wants to be achieved in a work organization (Siagian, 2012: 47). Employee performance comes from all human resources in the organizational, both from the leader and workers. Brahmasari (2008: 42) stated that leadership has a positive and significant influence on firm performance. More specifically, the leadership style that affects employee performance is proved by Dermawan (2018; Fonda, et al. 2015) who found that situational leadership style has a positive and significant influence on employee performance.

In general, organization must believe that employee performance has an important role in developing the company. Individual performance can influence team or group performance, and eventually affects the overall performance of the organization. Good performance requires the employee behavior expected by the organization. The behavior required by the organization today is not only in-role behavior, but also extra-role behavior. This extra-role behavior is also called as the organizational citizenship behavior (OCB) (Fidiyanti, 2009: 4).

Robbins (2008: 40) showed that organizations that have employees with good OCB will have better employee performance compared to other organizations. Positive employee behavior will be able to support individual and organizational performance for better development of the organization (Winardi, 2011: 49). OCB is considered as a workplace behavior that is in accordance with personal

* Corresponding author. ORCID ID: 0000-0002-5078-4670

assessments that exceed a person's basic job requirements. OCB can also be described as a behavior that exceeds task demand. James et al. (2011) argued that OCB is essential for the organizational continuity. Furthermore, it is also stated that organizational behavior can maximize the efficiency and productivity of both the employee and organization that will ultimately contribute to the effective function of an organization.

Teridefira (2017; Narto et al. 2020) found that OCB has a positive and significant influence on employee performance. According to Ticoalu (2013: 789), OCB and organizational commitment together have a significant influence on employee performance. This means that employees who have OCB and organizational commitment will be able to improve employee performance, both for the organization and for the employee itself. From the Islamic perspective, the theory of citizenship behavior from the modern theory that has been described is in accordance with the values taught in Islam, namely the values of sincerity, ta'awun, ukhuwah, and mujahadah. OCB is very relevant to sincere behavior which is a measure of the quality of a Muslim's charity. Therefore, OCB needs to be cultivated in an organization.

In this study, Islamic OCB is used to observe and analyze the employees of CV. Wahyu who has more Muslim employees. In this company, the diversity practice is also well-implemented. Observations in the field show that there is a lack of mutual assistance between employees, because they tend to focus on the project or work that becomes their responsibility. In fact, if there is a good cooperation, they will be able to complete the project or work quickly and in accordance with the company targets. It can be seen from a number of ongoing projects, as some of the people in charge of the project are working well. On the other hand, there are still many complaints from employees when the deadline for the project is approaching, and the work itself requires a large concentration to complete.

Apart from the factors of leadership and Islamic OCB, job satisfaction can also influence employee performance. Heriyanti (2007: 17) stated that the quality of human resources will be fulfilled if job satisfaction as an element that influences employee performance can be created perfectly. Discussing job satisfaction cannot be separated from the factors that can affect a person's job satisfaction. Job satisfaction reflects a person's feelings about his job, and it is also very important for self-actualization. This is in line with the study conducted by Adha et al. (2019) that job satisfaction has a positive and significant influence on employee performance. Employees who get job satisfaction will do their job well, while employees who do not get job satisfaction will never reach psychological maturity, hence in turn can become frustrated. On the other hand, Khan, et al. (2012) stated that salary, promotion, job security and job security conditions, as well as relationships with colleagues and leaders can significantly affect the level of employee job satisfaction, which as an impact on improving employee performance at work.

Therefore, based on the importance of the role of situational leadership, Islamic OCB, and job satisfaction in improving employee performance, and the limited number of previous literatures that discusses Islamic OCB, this study will analyze the relationship between situational leadership, Islamic OCB, and job satisfaction on employee performance. This study also analyses the mediating role of Islamic OCB and job satisfaction on the relationship of situational leadership and employee performance.

Literature Review

Theoretical Background and Hypotheses Development

Situational Leadership

Hersey et al. (1977) stated that there is no leadership style that can be applied every time, as leaders must be able to adapt to the situation and conditions that occur. Leadership style that adapts to these situations is known as situational leadership.

The situational leadership style was developed by Paul Hersey and Ken Blanchard. In applying situational leadership, managers or leaders must be able to build good relationships between leaders and employees. Situational leadership theory from Hersey et al. (1977) is then developed by Blanchard et al. (1985) who mentioned that there are two basic leadership styles for building situational leadership, namely directive behavior and supportive behavior. Directive behavior can be described in three words, namely structure, control, and supervision. Supportive behavior can also be described in three words, namely appreciating, listening, and facilitating. Situational leadership theory is developing constantly. In 2007, Blanchard (2007) suggested three aspects of being a situational leader, namely diagnosis, flexibility, and partnering for performance. Another situational leadership theory has been developed by Daniel Goleman. The theory combines the development of emotional intelligence concept. Goleman (2002) developed the idea into six categories of situational leadership, namely Pacesetter, Authoritative, Affiliative, Coaching, Democratic, and Coercive. This strategy encourages leaders to pay attention to their team members, weigh or consider the variables in their workplace, and select the leadership style that best suits their goals and circumstances (Goleman et al. 2002).

Munandar (2015: 190) stated that the situational leadership theory developed by Hersey and Blanchard is a processing of a three-dimensional leader effectiveness model, based on the relationship of the linear curve between task behavior, relationship behavior, and maturity. Situational approach is a theory that seeks to find a middle ground between the view that says there are universal principles of organization and management, and the view that argues that each organization is unique and has different situations, thus it must be faced with certain leadership styles measured by the way of the leader to order, sell, participate, and delegate. A leader must have a way to give good instructions to employees to do the work that must be completed (Daft, 2011: 341).

Islamic Organizational Citizenship Behavior

Zhang (2011: 3) stated that OCB is the freedom of individual behavior, which is indirectly or explicitly recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions. OCB is also a behavior and attitude that benefits the organization which cannot be grown on the basis of formal role obligations or in the form of contracts or re-compensation. The examples of OCB is helping co-workers to lighten their workload, not getting enough rest, doing unsolicited tasks, and helping others to solve problems. The contribution of OCB is donors that maybe or may not be profitable in the future. The point is that increased appreciation to OCB is indirect and uncertain, compared to formal contributions such as high productivity, good techniques, or innovative solutions (Diana, 2012).

In general, OCB refers to behavior that is not a formal part of employee job description (e.g. helping colleagues, being polite to others), or employee behavior that is not formally rewarded (Jex, 2008). Bogler et al. (2005) stated that OCB is voluntary behavior directed by individuals or organizations as a whole. From several opinions regarding OCB, it can be concluded that OCB is a voluntary behavior that exceeds the basic needs of workers, such as helping colleagues and being polite to others, which benefits the organization and not related to the compensation system. OCB in the modern theory that have been explained has several values that are in accordance with the values taught in Islam, which is then called Islamic OCB. The Islamic values are the values of Sincerity, Taawun, Ukhuwah, and Mujahadah. The indicator that is measured is related to employee selflessness, caution at work, politeness among employees, sportsmanship, and social behavior among employees (Diana, 2012). Islamic OCB has several measurement indicators, namely Altruism (Ta'awun), Civic Virtue, Sportsmanship (Da'wah), Conscientiousness (Mujahadah), and Courtesy (Raf'al Haraj). Some of these indicators are sourced from Kamil et al. (2015; 2014; Fasa, 2018; Diana, 2012).

Job Satisfaction

According to Wicker (2011), job satisfaction is a sense of comfort and pride obtained by employees in carrying out their jobs. Job satisfaction will be obtained by employees when they feel the value and importance of their jobs. With a sense of satisfaction at work, employees will have a more positive impact on the company, as satisfied employees will be more creative, flexible, innovative, and loyal (Wicker, 2011). According to Wexley et al. (1984), job satisfaction is a pleasant emotional state that results from the perception of one's job as the fulfillment of one's important work values. Job satisfaction is assessed by asking the individual concerned to provide his own assessment of what he feels about his job. The indicator measured from job satisfaction includes physical satisfaction, financial satisfaction, psychological satisfaction, and social satisfaction of the employee. Therefore, it can be concluded that job satisfaction is a positive attitude reflected by employee both inside and outside their jobs, such as discipline and achievement in carrying out work. Satisfaction or dissatisfaction depends on the difference between what is considered to have been obtained and what is desired. This theory was first pioneered by Lawler et al. (1967). Lawler argued that measuring satisfaction can be done by calculating the difference between what should be and what is felt by employees. In addition, Locke (2009) stated that employee job satisfaction depends on the difference between what is obtained and what is expected by employees. If what the employee gets is greater than what is expected, the employee can become satisfied. On the contrary, if what the employee gets is lower than expected, it will cause the employee to be dissatisfied.

Employee Performance

Campbell (1993) defined performance as a behavior, which is something that is done by an employee. This concept differentiates performance from results. Results are partly the result of individual performance, but are also the result of other influences. In other words, there are more factors that determine results other than simply employee behavior and actions. Campbell (1993) allows exception when defining performance as behavior. For example, it is explained that performance does not have to be an action that can be directly observed by an individual. Instead, it can consist of mental productions such as answers or decisions. However, performance must be under individual control, regardless of whether the performance being desired is mental or behavioral. Another key feature of performance is that it must be purpose-relevant. Performance should be directed toward organizational goals that are relevant to the job or role. Therefore, performance does not include activities in which efforts are made to achieve peripheral goals. One of the examples is that the effort to achieve work goals in the shortest possible time is not performance (unless it relates to avoiding tardiness). Campbell (1990) proposed an eight-factor performance model based on factor analytic research that attempts to capture the performance factors that exist across all occupations. These performance factors are:

1. Task specific behaviors,
2. Non-task specific behaviors,
3. Written and oral communication,
4. Efforts; namely the factor that reflects the extent to which people are committed to work assignments
5. Discipline,
6. The extent to which a person helps his group and peers (in jobs where people work closely or are highly interdependent),
7. Supervisor or leadership component,
8. Managerial and administrative performance.

Employee performance is a condition that shows an employee's ability to carry out tasks in accordance with the standards set by the organization to employees that is in line with the job description (Siagian, 2012: 168).

The Influence of Situational Leadership on Job Satisfaction

As one of the functions of management, situational leadership is a very important factor to achieve organizational goals. The study from Al-Edenat (2018) found that leadership has a positive and significant influence on job satisfaction. Leaders can develop trust, respect, and pride among their subordinates. Demonstrating these senses can help leaders build employee commitment, share risk potential, articulate shared vision, and echoes belief in vision. This is also in line with the study conducted by Li et al. (2017) who found that leadership has a positive and significant influence on job satisfaction. Leadership is a person's ability to influence others (subordinates) in such a way that the other person is willing to do the will of the leader, although personally it may not be liked by this person. In line with Salem (2015), it is found that leadership has a positive and significant influence on job satisfaction. In other words, a leader has full right to his employees, and an employee has full responsibility for his performance. The research results from Fonda et al. (2015) showed that situational leadership has a positive and significant influence on job satisfaction. Regarding this, a leader must ensure job satisfaction in his employees, because that is the right of the employee that must be fulfilled. Therefore, a leader plays a very important role in determining job satisfaction.

Several studies show that the leadership established by a manager (leader) in an organization can create harmonious integration and encourage employee morale to achieve maximum goals. This is in accordance with the study from Braun et al. (2013) who found that leadership has a positive and significant influence on job satisfaction. Similarly, Brahmasari et al. (2008) also found that leadership has a positive and significant influence on job satisfaction. Therefore, the first hypothesis is formed:

H1: Situational Leadership has a positive and significant influence on Job Satisfaction

The Influence of Situational Leadership on Islamic Organizational Citizenship Behavior

Narto et al. (2020) found that situational leadership has an influence on OCB. Situational leadership style that is done by implementing telling, selling, participating, and delegating appropriately can influence the growth of OCB spirit. The calculation of the correlation between OCB and the perception of leadership style resulted in a value of 0.272 with the probability level of error of 0.085, which is greater than 0.05. The study conducted by Harefa (2017) found that there is no significant relationship between the perception of situational leadership style and OCB. According to Gunawan (2016; Ardina, 2016), who found that leadership has a positive and significant influence on OCB, OCB can bind leaders and employees indirectly so that it can build attitudes and behavior in accordance with the company's vision, mission, and strategy. This is in line with the study conducted by Mira et al. (2012) who found that leadership has a positive and significant influence on OCB. In addition, Teridefira (2017) also suggested that leadership has a positive and significant influence on OCB; if the leadership style is applied properly, subordinates will view this positively and tend to apply the same to the organization. Therefore, hypothesis 2 is formed as follows:

H2: Situational Leadership has a positive and significant influence on Islamic OCB.

The Influence of Situational Leadership on Employee Performance

Dermawan (2018; Noviani, 2018) found that situational leadership style has a positive and significant influence on employee performance. Leadership of a leader that is shown and applied to a certain style is one of the factors that improves employee performance because it is the backbone of organizational development and is able to encourage and influence good morale to the subordinates. This is in line with the study from Nugraha (2017) who found that situational leadership has a positive and significant influence on employee performance. Situational leadership is a type of leadership that always tries to adjust to the subordinates. Similarly, Babalola et al. (2016) also found that leadership has a positive and significant influence on employee performance. On the other hand, Putra (2014) found that situational leadership has a positive and significant influence on employee performance. The task of the leader is to encourage subordinates to have competence and opportunities to develop in anticipating every challenge and opportunity at work. Kusuma (2012) found similar results that leadership has a positive and significant influence on employee performance. Based on the finding of the previous studies, this study will analyze leadership style to understand the positive relationship between leadership and performance. Thus, the third hypothesis is formed as follows:

H3: Situational Leadership has a positive and significant influence on Employee Performance.

The Influence of Islamic Organizational Citizenship Behavior on Employee Performance

Abrar et al. (2019; Basu, et al. 2017) found that OCB has a positive and significant influence on employee performance. Employees agreed that it is necessary to help each other in alleviating the very dense workload for the smooth running of a job within a company. Several other dimensions in OCB that have relevance in the company include willingness to cooperate, acceptance of additional assignments, or acceptance and adjustment to some changes that occur in the company. This is in accordance with Lestari et al. (2018; Putri et al. 2017) who found that OCB has a positive and significant influence on employee performance. This extra-role behavior is the implementation of several dimensions of OCB that have been carried out in the company, which ultimately form a behavior that helps and understands each other in order to create good culture in a company.

Suzana (2017) found that OCB has a positive and significant influence on employee performance. The more professional the human resources who are in control or the employees who oversee them, the more mission and objectives of the company will be achieved effectively, efficiently, and productively. Therefore, a structured and sustainable effort from the organization is required. In addition,

according to Ticoalu (2013), OCB has a positive and significant influence on employee performance. Several empirical evidences show that organizations that have employees with good OCB will have better employee performance than other organizations.

H4: Islamic OCB has a positive and significant influence on Employee Performance

The Influence of Job Satisfaction on Employee Performance

Adha et al. (2019; Wijaya, 2018) found that job satisfaction has a positive and significant influence on employee performance. The explanation of this relationship is that job satisfaction can encourage performance, as employees who are satisfied can be more productive. Productive employees can also feel satisfied and have improved achievement. Therefore, it can also be explained that job satisfaction can encourage employee to achieve high performance. Hamid et al. (2019; Octaviannand et al. 2017) also stated that job satisfaction has a positive and significant influence on employee performance. Other research conducted by Valaei et al. (2016) proved that job satisfaction has a positive and significant influence on employee performance. How job satisfaction independently affects employee performance has been a longstanding concern in the literatures. The aspect of employee job satisfaction consists of balanced compensation, mentally challenging jobs, supporting colleagues, and supporting working condition. In line with this discussion, Yusuf (2012) found that job satisfaction has a positive and significant influence on employee performance. Even if only one of the aspects is fulfilled, the company can expect an increase in employee performance.

H5: Job Satisfaction has a positive and significant influence on Employee Performance

The Influence of Situational Leadership on Employee Performance Mediated by Job Satisfaction

According to Rahadiyan et al. (2019), situational leadership can influence employee performance through job satisfaction. It can be seen from several factors, such as the role of a leader who has a spirit of service, thus it will generate respect and trust from subordinates to the leader. The ability to provide enthusiasm for work is also a separate hope for employees to improve their performance. This is in line with the study from Mattalatta (2019) who stated that situational leadership has a positive and significant influence on employee performance mediated by job satisfaction. The study conducted by Sandra et al. (2018; Setyorini et al. 2018) showed that job satisfaction is able to mediate the influence of situational leadership on employee performance. In order to keep the consistency of employee satisfaction, the company has to pay attention to the environment in which employees carry out their duties, such as co-workers, leaders, work atmosphere, and other things that can affect a person's ability to carry out their duties. Murtiningsih et al. (2017; Priyatmo, 2018) also found empirical causal relationship between leadership style and job satisfaction which have significant relationship to employee performance.

H6: Situational Leadership has a positive and significant influence on Employee Performance mediated by Job Satisfaction.

The Influence of Situational Leadership on Employee Performance Mediated by Islamic Organizational Citizenship Behavior

Rasuli (2019; Fasa, 2018) stated that OCB is proved to be able to mediate the influence of leadership on employee performance. A better leadership style can determine employee performance, thus it can improve employee OCB. Previous studies conducted by Hartono (2018; Muhdar et al., 2015) showed that situational leadership has a positive and significant influence on employee performance, intervened by OCB. Therefore, good situational leadership will increase employee OCB, so that it has an impact on increasing employee performance. According to Buil (2015), leadership can influence employee performance through OCB. OCB is a voluntary act of an individual driven by the expectation of getting a profit, a combination of intrinsic satisfaction and extrinsic satisfaction, which is usually received from others. Job satisfaction that is caused by OCB can greatly increase employee morale and performance because the workload is lighter. This is in line with the study conducted by Maharani et al. (2013) who found that OCB mediates the influence of leadership on employee performance.

H7: Situational Leadership has a positive and significant influence on Employee Performance mediated by Islamic OCB.

Research and Methodology

This study uses quantitative approach, which specifically is a type of research that is systematic, well-planned, and clearly structured since the beginning to the research design. In this study, the total population is 80 employees of CV. Wahyu who have been recorded until 2019. Simple Random Sampling method is then used to determine the sample size, which is a sampling method in which each member of the population has the same opportunity to be randomly selected as a sample. The sampling technique is calculated using the formula from Suharso (2009: 81), as follows:

$$n = N / (1 + N(e)^2)$$

Details:

n = Number of sample

N = Number of population

e = Maximum tolerable error limit in sample (10%)

Based on this formula, the sample size taken in this study is:

$$n = 80 / (1 + 80(1.10)^2)$$

The results of this calculation show that the number of respondents is 44 respondents. Furthermore, questionnaire is distributed to the respondents and then used as the primary data source for the data processing. In this study, the questionnaire is measured using Likert scale as the measurement scale. The answer of each instrument indicator that used Likert scale has the value ranging from the highest to the lowest. The choice includes strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), and strongly disagree (score 1). The data analysis in this study is using SmartPLS software.

Findings and Discussion

Descriptive Analysis

Descriptive analysis is carried out by detailing and explaining the relationship between the research data in the form of sentences. This section will describe the results of descriptive analysis which includes respondents' characteristics that consist of position, length of service, gender, age, and latest education of the respondent. It can be concluded that the respondents of this study mostly comes from the production staff (66%). The others are marketing staff (14%), procurement staff (9%), finance staff (7%), and human resource staff (5%). For the length of service, the respondents mostly have been working for 1 to 5 years (59%). The others have been working for 6 to 10 years (23%), 11 to 15 years (16%), and over 15 years (1%). Based on the gender, male respondents in this study are 29 respondents (66%), while female respondents in this study are 15 respondents (34%). Regarding the age, most of the respondents are above 40 years old with the total number of 20 respondents (45%). The others are 9 respondents with the age of 31-40 years old, and there is no respondent under 20 years old. The latest education of the respondents is senior high school (64%), elementary school (16%), junior high school (14%), and bachelor (7%).

Validity and Reliability Test

Convergent Validity

An indicator item is said to have fulfil Convergent Validity if the loading factor score on each path between the component (latent variable) and the manifest variable is ≥ 0.7 (Abdillah, 2016). The results of the analysis show that all loading factor values for each indicator are ≥ 0.7 except for IOCB9, K3, and K4. Indicators that have a loading factor value below 0.7 are invalid and must be dropped from the study. After the data has been dropped, all indicators have a value above 0.7, therefore all indicators in this study can be said to be statistically valid and can be used in the research construct. Figure 1 shows the results of the outer model test in the study.

Figure 1: Results of Outer Model PLS Data Processing

Construct Validity

Outer model analysis in the second stage is carried out by looking at the construct validity. Construct validity is the validity that shows the extent to which a test measures the construct theory in which the test is compiled. The construct can be said to have good construct validity if the Average Variance Extracted (AVE) value is ≥ 0.5 (Abdillah, 2016). The AVE value of ≥ 0.5 means that the probability of an indicator in a construct entering other variable is lower (less than 0.5), so that the probability of the indicator converging and entering the intended construct is greater, which is above 50 percent (Abdillah, 2016). The results of the construct validity test using SmartPLS are shown in Table 1.

Table 1: Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Situational Leadership (KS)	0.710
Islamic OCB (IOCB)	0.693
Job Satisfaction (KK)	0.655
Employee Performance (K)	0.757

Based on Table 1, it can be known that the AVE value of each variable in this research model already have good construct validity value, which is greater than 0.5.

Reliability Test

Reliability test can be seen from the value of Cronbach's Alpha and Composite Reliability. A construct can be said to be reliable if it has Cronbach's Alpha value of ≥ 0.6 and Composite Reliability value of ≥ 0.7 (Abdillah, 2016). Composite Reliability measures the actual reliability value of a variable, while Cronbach's Alpha measures the lowest value (lower bound) of the reliability of a variable. Therefore, the Composite Reliability value is always higher than the Cronbach's Alpha value (Abdillah, 2016).

Table 2: Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability
Islamic OCB (IOCB)	0.944	0.947	0.953
Employee Performance (K)	0.839	0.840	0.903
Job Satisfaction (KK)	0.823	0.845	0.883
Situational Leadership (KS)	0.962	0.963	0.967

Based on Table 2, it can be known that all constructs in this study have Cronbach's Alpha value of ≥ 0.6 and Composite Reliability value of ≥ 0.7 , which means that all constructs are reliable. Thus, it can be known that each construct in the research model has internal consistency in instrument reliability test.

Hypothesis Test

The next step is hypothesis test with an estimated path coefficient that can be evaluated based on the t-statistics value. Estimated path coefficient shows the estimated value that describes the relationship between latent variables obtained by the Bootstrapping procedure. The measurement item used is significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05 at the 5% significance level. The results of the hypothesis test can be seen on Figure 2 and Table 3.

Figure 2: Path Diagram of Inner Model PLS

Table 3: Path Coefficients

Relationship between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-value	Conclusion
KS -> KK	0.823	0.817	0.076	10.830	0.000*	H ₁ → accepted
KS -> IOCB	0.909	0.908	0.032	28.692	0.000*	H ₂ → accepted
KS -> K	0.016	0.015	0.158	0.100	0.920	H ₃ → rejected
IOCB -> K	0.653	0.658	0.182	3.581	0.000*	H ₄ → accepted
KK -> K	0.290	0.281	0.132	2.204	0.028*	H ₅ → accepted

Note= *sign <0.05

Based on Table 3, it can be known that H₁, H₂, H₄ and H₅ are accepted, while H₃ is rejected.

Mediation Test

Table 4: Mediation Test

Relationship between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-value	Conclusion
KS -> KK -> K	0.239	0.229	0.108	2.219	0.027*	H ₆ → accepted
KS -> IOCB -> K	0.594	0.597	0.166	3.577	0.000*	H ₇ → accepted

Note= *sign <0.05

The Influence of Situational Leadership on Employee Performance Mediated by Job Satisfaction

Table 4 shows that job satisfaction is able to significantly mediate the relationship between situational leadership and employee performance. The significant influence can be seen from the results of path coefficient which shows the t-statistic value of 2.219 $\geq$ 1.96 and the p-value of 0.027 $\leq$ 0.05. Therefore, the sixth hypothesis in this study is accepted.

The Influence of Situational Leadership on Employee Performance mediated by Islamic Organizational Citizenship Behavior

Table 4 shows that Islamic OCB is able to significantly mediate the relationship between situational leadership and employee performance. The significant influence can be seen from the results of path coefficient which shows the t-statistic value 3.577 $\geq$ 1.96 and the p-value of 0.001 $\leq$ 0.05. Therefore, the seventh hypothesis in this study is accepted.

Discussion

This study discusses about the model of the influence of situational leadership on job satisfaction, Islamic OCB, and employee performance. The results show that from 7 hypotheses, 6 are supported, and 1 hypothesis is not. The first hypothesis of this study is that situational leadership has a positive and significant influence on job satisfaction, as found by several previous studies (Al-Edenat, 2018; Li et al., 2017; Saleem, 2015; Fonda et al., 2015; Braun et al., 2013; Brahmasari et al., 2008. Fonda et al., 2015). The results of the statistical test shown on Table 3 accept the first hypothesis of this study. This result proves that there is an important role of situational leadership in the management of CV. Wahyu, because it can have positive and significant impact on job satisfaction. Therefore, it is important for the leader of CV. Wahyu to evaluate the current leadership model and direct to apply situational leadership.

The second hypothesis in this study is that situational leadership has a positive and significant influence on Islamic OCB, as the findings from Narto et al. (2020), Harefa (2017), and Teridefira (2017). The results of the statistical test in Table 3 show that the second hypothesis is accepted. This proves that aside from has an influence on job satisfaction in the first hypothesis, situational leadership is also able to provide positive impact on Islamic OCB in CV. Wahyu. Therefore, in increasing Islamic OCB, the first step that needs to be done by CV. Wahyu as a company is to form situational leadership.

The third hypothesis of this study is that situational leadership has a positive and significant influence on employee performance, which is in line with the previous findings (Dermawan, 2018; Noviani, 2018; Nugraha, 2017; Babalola et al., 2016). The results of the statistical test in Table 3 show that situational leadership does not have any influence on employee performance. This result certainly not supports the third hypothesis. However, several prior researches also support this finding (Shahab et al., 2014; Susanty et al., 2013) and found that leadership has a positive and insignificant relationship on employee performance. This contradiction is

caused by different organizational culture (Susanty et al., 2013). In this study, employee performance is measured using several aspects, namely the presence of employee initiative, quantity of products produced, quality of work, good cooperation, and employee knowledge (Hodgetts et al., 1988). Some of these aspects is proved to not be able to be directly influenced by situational leadership.

The fourth hypothesis in this study is that Islamic OCB has a positive and significant influence on employee performance as found by Abrar et al. (2019), Lestari et al. (2018), Putri et al. (2017), and Suzana et al. (2017). The statistical test results on Table 3 stated that Islamic OCB has a positive and significant influence on employee performance. The analysis results show that the fourth hypothesis in this study is accepted. In this case, CV. Wahyu as a company needs to maintain Islamic OCB in the employee in order to make employee performance become stable, effective, and efficient. In this study, employee performance is measured using several aspects, namely the presence of employee initiative, quantity of products produced, quality of work, good cooperation, and employee knowledge (Hodgetts et al., 1988). Islamic OCB is the freedom of individual behavior that is indirectly or explicitly recognized by the reward system and contributes to the effectiveness and efficiency of organizational functions. Islamic OCB is a combination of OCB in the modern theory that is in accordance with Islamic values, namely Sincerity, Ta'awun, Da'wah, Raf'al Haraj, Ukhuwah, and Mujahadah.

The fifth hypothesis is that job satisfaction has a positive and significant influence on employee performance, as shown in the previous studies (Adha et al., 2019; Hamid et al., 2019; Wijaya, 2018; Octaviannand et al., 2017; Yusuf, 2012; Valaei et al., 2016). The statistical analysis results in Table 3 show that the fifth hypothesis in this study is accepted. This means that CV. Wahyu must pay attention to their employee job satisfaction. This is because job satisfaction can trigger the improvement of employee performance which certainly can provide positive impacts to the company. Job satisfaction is a pleasant emotional state that results from the perception of one's job as the fulfillment of one's important work values. The assessment of this indicator is carried out through asking the individual concerned to provide their own assessment of what he feels about his job. Job satisfaction includes several aspects, namely psychological satisfaction, physical satisfaction, financial satisfaction, and social satisfaction (Wexley, et al., 1984). The assessment of job satisfaction shows that the company shows that the company must pay serious attention to employee job satisfaction. The relationship between job satisfaction and employee performance exists because job satisfaction leads to performance, since employees who are satisfied can be more productive. Furthermore, productive employee can also feel satisfied and can have higher achievement. Thus, it can be explained that employee job satisfaction can encourage employees to achieve high performance.

The sixth hypothesis in this study is that job satisfaction can significantly mediate the relationship between situational leadership and employee performance, which is in accordance with the findings from Rahadiyan et al. (2019) and Mattalatta (2019). The statistical analysis results in Table 4 show that the sixth hypothesis in this study is accepted. The role of leader who has a spirit of service will generate respect and trust from subordinates to the leader. The ability to provide enthusiasm for work is also a separate hope for employees to improve their performance. In addition, the quality of human resources will be fulfilled if job satisfaction as an element that affects performance can be created perfectly. In order to keep employee job satisfaction to always be consistent, company has to pay attention the environment in which employees carry out their duties, such as co-workers, leaders, work atmosphere, and others. From the results of the sixth hypothesis, it can be concluded that job satisfaction is a crucial factor for CV. Wahyu employees, and it must be considered in an effort to improve employee performance. The mediating influence provided by job satisfaction shows that although situational leadership does not have a direct influence on employee performance, it can have indirect significant influence through the mediation of job satisfaction.

The seventh hypothesis in this study is that Islamic OCB can significantly mediate the relationship between situational leadership on employee performance, as found in previous studies (Hartono, 2018; Muhdar et al., 2015; Buil, 2015; Maharani et al., 2013). The statistical analysis results on Table 4 show that the seventh hypothesis in this study is accepted. Situational leaders try to transform their thinking, vision, and mission to employees with the hope that employees can understand this to build the company together. Good treatment from leaders makes employees feel valued. This feeling of worth can then increase OCB, which can also increase employee performance effectively and efficiently. A better leadership style can determine employee job satisfaction, which can also increase OCB. Thus, good situational leadership can increase employee OCB and have an impact on increasing employee performance. Therefore, this study proves that Islamic OCB has an important role in improving employee performance at CV. Wahyu. Islamic OCB is also able to directly influence employee performance and is also able to mediate the relationship between situational leadership and employee performance.

Conclusions

The results of this study show that situational leadership has a positive and significant influence on job satisfaction and Islamic OCB, but has no influence on employee performance. This indicates that situational leadership has a crucial role in CV. Wahyu because it can increase employee job satisfaction and Islamic OCB. Although job satisfaction cannot directly influence employee performance, situational leadership is able to be significantly mediated by job satisfaction and Islamic OCB in improving employee performance. In improving situational leadership, companies, especially company leaders must pay attention to several things such as rule wisely, emphasize company growth, provide delegations according to the skills and abilities of employees, and participate in every company activity.

The results of this study also show a significant mediation role of job satisfaction and Islamic OCB on the relationship between situational leadership and employee performance. From this result, the company needs to pay attention to employee job satisfaction and Islamic OCB. Several factors that need to be paid attention to in job satisfaction includes psychological satisfaction, physical satisfaction, financial satisfaction, and social satisfaction.

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