

The Effect of Situational Leadership, Compensation and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable on CV. Al-Amien Group in Bangkalan

Eko Waluyo¹, M. Sihab Ridwan², Sumiati³

^{1, 2, 3}Master of Management Program, Faculty of Economics and Business, University of 17 August 1945 Surabaya
Weko06833@gmail.com, shihab@untag-sby.ac.id, sumiatife@untag-sby.ac.id

Corresponding author: M. Sihab Ridwan; shihab@untag-sby.ac.id

Abstract— The purpose of this study is to determine the influence of situational leadership, compensation and organizational culture on employee performance with job satisfaction as an intervening variable. This study was conducted on employees of CV Al Amien Group in Bangkalan, with a total sample of 60 employees. The research method used is quantitative research, and data is collected through the dissemination of questionnaires. Then, the technical data analysis used is Partial Least Square (PLS). The findings of this study reveal that directly situational leadership has a significant effect on job satisfaction and employee performance. Another finding is that compensation has a significant effect on job satisfaction and employee performance. In addition, organizational culture also has a significant effect on employee performance and job satisfaction. Finally, this study also found that job satisfaction has a significant effect on performance.

Keywords— Situational leadership, compensation, organizational culture, job satisfaction.

I. INTRODUCTION

Along with the development of modern times, human life has changed drastically, in the past it was usually through a long and complicated process, so now it is required to be fast and instantaneous. One of the most felt today is bottled drinking water, where a company is required to always develop in various fields in it for human needs that are always developing every day. One aspect that is considered to have an important role is the human resources aspect (Sari and Panglipursari, 2022). Human resources are the main point in the development of an organization, the absence of quality human resources that can have an impact on the slow development of an organization. Employees who have good work quality are assets for a company that can have an impact on the good and bad performance of the employees themselves (Muzakki, 2021). Mangkunegara (2013) revealed that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In line with that, Dewi (2021) also said that recently many entrepreneurs have been trying to improve and develop their companies by striving for various ways arranged in the program to improve the performance of employees. This means that employee performance is considered to have an important role both for the employees themselves and for the company, so that employee development along with its development continues to get attention and continues to be studied by researchers and practitioners. Many factors can affect employee performance, including situational leadership, compensation, organizational culture and job satisfaction.

The role of a leader becomes important and necessary to solve various kinds of problems and is needed to create a conducive work situation. In addition, it can also encourage

employees to behave in accordance with the organizational goals set. Of the various ways that a leader does in moving his subordinates to achieve an organizational goal. Indirectly a leader also determines the formation of employee performance. The better a person's leadership of his subordinates, the higher the performance of his subordinates. The ability and proficiency of leaders are the backbone of an organization, they make changes, advance and encourage an organization to achieve the maximum possible results. In line with that, in a study conducted by Noviani and Widhiyani (2018) on 78 employees of the Srinadi Klungkung Market Cooperative found that situational leadership style has a positive effect on employee performance. In another study, it was also mentioned that this situational leadership can also have a good impact on employee job satisfaction, such as research conducted on several auditors in public sector offices in Surabaya (Sarita and Agustia, 2009). The results of Rustilah's research (2018) also revealed that leadership style affects performance through job satisfaction. This means that if the leadership style is good, then job satisfaction and performance will increase / high. Vice versa, if the leadership style is not good, the lower / less good the job satisfaction and employee performance.

In addition, situational leadership, compensation has also been widely studied and is believed to be able to support the creation of better employee performance (Muzakki et al., 2020). Compensation is very necessary to pay attention to, the purpose of which is to keep employees enthusiastic and satisfied at work. Compensation is a direct or indirect, financial or non-financial, fair and proper award or reward given to employees, in return or contribution / service to the achievement of company goals (Marwansyah, 2016). The results of research by Talashina & Ngatno (2020) revealed that compensation has a significant influence on employee performance. Another study

was also revealed by Evayanti and Djoko (2019) who also revealed that rewards from organizations can promote better employee performance. Even in his research Muzakki et al. (2020) it is said that the provision of fair compensation can support employees so that they can behave well for the organization and the resources in it including the employees themselves (organizational citizenship behavior). Not only that, but the impact of compensation can also have an influence on employee job satisfaction (Muzakki et al., 2020).

Furthermore, another construct that is also important to develop and continue to study is organizational culture, since in some empirical studies this construct has been believed to also have an influence on job satisfaction and employee performance (such as research; Muzakki et al., 2019; Sihombing et al., 2016; Raharjo et al., 2018; and Saripuddin, 2015). Organizational culture must be developed in order to support the achievement of the vision and mission of the organization that has been created. Organizational culture can be carried out properly, if the leader is able to carry out his functions in accordance with his role, meaning that the role of the leader can influence, move and direct his subordinates to be in accordance with the rules that have been set. Luthans (2006) posits that organizational culture is a basic pattern of thinking that is taught to new personnel as a way to feel, think and act correctly from day to day.

In addition, the thing that is no less important is job satisfaction. Job satisfaction is one of the important factors in every job. Job satisfaction is the affective or emotional side. One aspect that is often used to see the condition of an organization is to look at the level of job satisfaction of its members. This is because with a sense of job satisfaction, it is hoped that employees will be more active in carrying out their tasks and can increase productivity, increase work performance, follow work rules, discipline, and reduce delay rates. Employees who have high job satisfaction can be known not only because they are satisfied with salary but also through employee success in completing tasks, the existence of harmonious communication relationships between employees and superiors, comfortable work environment situations, supportive colleagues' work, high performance, and responsibility. Empirically it has been found that a high level of employee satisfaction can have implications for better employee performance and productivity (Octaviannand et al., 2017). Thus, in this study it considers it very important to examine some constructs that empirically have actually known their authorship, but in order to contribute to research and science, then this is very important to be re-examined to find out the results whether they will continue to be consistent or maybe even the opposite, namely inconsistency with previous findings, and if this happens then this will be considered a form of recency from research.

II. LITERATURE REVIEW

Employee Performance

According to Mangkunegara (2013: 67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Suyadi Prawirosentono

(2008: 2) performance or in English is performance, which is the result of work that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance needs to be used as an evaluation material for leaders or managers, because good and bad performance will affect the good and bad of the organization as a whole. According to Robbins (2014:206) there are six indicators that can explain employee performance, including; The quality of work is measured by the employee's perception of the quality of the work produced and the perfection of the task to the skills and abilities of employees. Then, the quantity that is the resulting amount is expressed in terms such as the number of units, the number of cycles of completed activity. Punctuality is the level of activity completed at the beginning of the stated time, viewed from the point of coordination with the output results as well as maximizing the time available for other activities. The effectiveness of which is the level of use of the organization's resources (labor, money, technology, raw materials) is maximized with the intention of raising the yield of each unit in the use of resources. Then is independence which is the level of an employee who will later be able to carry out his work duties. Finally, is work commitment, which is a level where employees have a work commitment with the agency and employee responsibilities to the office.

Job Satisfaction

According to Mangkunegara (2013: 117) job satisfaction is a problem that supports or does not support employees who are related to their work or with their condition. In principle, every company always expects its employees to work optimally in order to increase profits and help accelerate the achievement of other organizational goals. Job satisfaction in general is related to a person's attitude regarding their work. Because it is an attitude, the notion of job satisfaction includes various things such as conditions and tendencies in a person's behavior. Satisfaction is not apparent and real, but can be realized in a work result. One very important issue is encouraging employees to be more productive. Robbins (2014:50) states that there are 6 factors that affect job satisfaction, namely (1) The job itself, (2) Salary, (3) Promotion, (4) Supervision, (5) Co-Workers, and (6) Overall. In depth Robbins (2014) reveals that job satisfaction can be explained by several things, including; mentally challenging work, supportive working conditions, decent salary or wages, personality-to-work fit, and supportive co-workers.

Situational Leadership

According to Rivai (2006:54) states situational leadership is the ability of a manager to identify cues in his environment, diagnose them, and then adapt his leadership style according to these conditions. Another opinion was also expressed by Robbins & Coulter (2010:94) that leadership is the ability to influence a person or group of members to work towards achieving the goals and objectives of the organization. Leadership in the company has a great influence on the success of a company. In the situational leadership style a leader must

emphasize the maturity or maturity of subordinates. Situational leadership style identifies the level of maturity of the individual or group to be influenced so that an appropriate leadership style can be determined. As stated by Hersey and Blanchard (Suprihanto, 2003: 105) which states that in a situational leadership style there are four leadership principles including the ability to say (instructions), sell (consult), participate (participation), and delegate (delegation). Sedarmayanti (2016) in his book reveals that there are four dimensions of situational leadership style theory including; telling / telling, this is explained through several indicators, namely such as; the leader is able to give work orders clearly and the leader always gives direction in solving work problems. Furthermore, namely selling or hawking, this dimension is explained through the leadership providing opportunities for subordinates to have opinions and the leadership always gives motivational encouragement to subordinates in completing work. Then, the next dimension is participating or including, this dimension is explained by several indicators such as; the leader asks for input from subordinates in decision making and the leader participates in solving work problems. The last is the delegating or authority dimension, this dimension is explained through indicators that the leadership gives full responsibility to subordinates in completing work.

Compensation

According to Marwansyah (2016: 269) compensation is an award or direct or indirect reward, financial or non-financial, which is fair and appropriate to employees, in return or contribution / service to the achievement of company goals. In line with that, Suparyadi (2015:271) also stated that compensation is the entire remuneration received by employees as an award for contributions made to the organization, both financial and nonfinancial. Meanwhile, Hasibuan (2012: 118) argues that compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company. Rivai and Ella (2011) report that there are several types of compensation, namely financial compensation and indirect financial compensation. Some very popular compensation indicators as described by Hasibuan (2012:86) are salaries, wages, incentives, benefits, and facilities. Salary is money given every month to employees in return for their contributions. Wages are rewards that are given directly to employees based on working hours. Incentives are financial rewards that are given directly to employees whose performance exceeds the specified standards. Benefits are compensations that are given to a particular employee in exchange for his sacrifice. Finally, facilities are supporting facilities provided by the organization.

Organizational Culture

According to Fahmi (2016: 233) organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Meanwhile, according to Darto (2016: 79) said organizational culture is a common system that includes beliefs, values and behaviors of groups that have differences with other organizations. Organizational culture has ties to the ups and

downs of the quality of employee performance in a company, because it is an initial basis for employees to interact in carrying out work activities. Because a strong and positive culture greatly affects the behavior and performance of the company. In addition, Sudarmanto (2014;174) revealed that there are several types of organizational culture, namely; a culture of strength, which is the source of core power that accentuates control. There are several regulations or procedures and a competitive atmosphere, power-oriented and political. Then, the culture of roles, where work is controlled by procedures and regulations. The role or description of the position is more important than the person who fills the position. Next, that is, the task culture, which aims together to bring the right people and let them perform the task. His influence is more based on expert power than positional or personal strength. Last is the culture of people, where the individual is the main point. Organizations exist only to serve individuals who are in the organization.

III. CONCEPTUAL FRAMEWORK

In this section is a research model or conceptual framework, where through this model it can be seen that this research aims to explore the influence of situational leadership, compensation, and organizational culture on job satisfaction and employee performance. The following conceptual framework can be presented below:

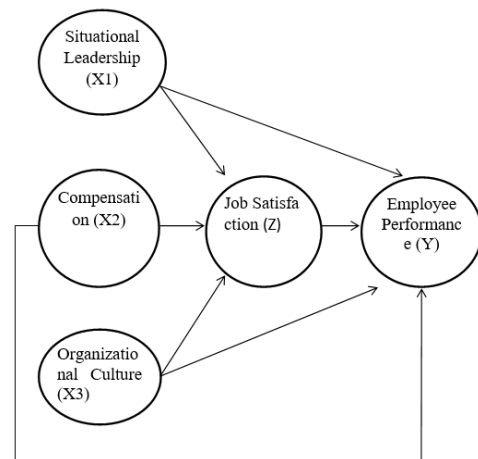


Fig. 1. Conceptual Framework

IV. METHODOLOGY

The type of research used in this study is a quantitative research method, this study aims to test the hypothesis that has been set by the researcher. According to Sugiyono (2016: 8) quantitative research methods, namely research used to research certain populations or samples, collect and use research instruments, data analysis is quantitative or statistical with the aim of testing the hypothesis set. The object of this study is all employees on the CV. Al-Amien Group Bangkalan. The sample used in this study was CV employees. Al-Amien Group Bangkalan as many as 60 employees using saturated samples as a sample determination technique because all populations were sampled.

Some of the variables used in this study are employee performance, job satisfaction, situational leadership,

compensation, and organizational culture. Employee performance variables are measured through several indicators popularized by Robbins (2014) namely; quality, quantity, punctuality, effectiveness, independence, and work commitment. Situational leadership variables are measured using several indicators initiated by Sedarmayanti (2016) through several four indicators, namely; *telling/informing*, *selling/peddling*, *participating/optioning* in, and *delegating/delegating*. Compensation is measured through indicators popularized by Hasibuan (2012) namely salaries, wages, incentives, benefits, and facilities. Then, for organizational culture variables measured through several indicators from Robbin dalah Sudarmanto (2014), namely; innovation and the courage to take risks, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Finally, the job satisfaction variable is measured through several indicators initiated by Robbins (2014), namely; mentally challenging work, supportive Working conditions, decent salary or wages, personality suitability to work, and supportive co-workers.

The data in this study were collected through the distribution of questionnaires to respondents in this case were CV employees. Al-Amien Group Bangkalan, using a score of five likert scales for each item/statement used in the study. Then, after the data is collected, the entire data is analyzed through *partial least square analysis*.

V. RESULTS AND DISCUSSION

Evaluation of the outer model

Evaluation of the outer model aims to determine the validity and reliability of the measuring instrument in the research model. This is done to find out how well the questionnaire item measures the nature and concept of the measured variable and find out the consistency of the questionnaire item in measuring the same variable in different times and places. Outer model analysis can be seen from *convergent validity*, *construct validity*, *discriminant validity*, and *composite reliability* values. The outer model is displayed as follows:

1. Convergent Validity

The first analysis of the outer model is to look at convergent validity. *Convergent validity* tests in PLS can be performed by looking at the value of each *loading factor*. The *value of the loading factor* describes the magnitude of the correlation between each measurement item (indicator on the questionnaire) and the latent variable (its construct). An indicator item is said to have met *convergent validity* if the loading score on each *path* between the component (latent variable) and the manifest variable should be > 0.5 (Ghazali, 2011). The following table shows the validation test results based on *the loading factor* value for each indicator in this study phase I (before the drop indicator is carried out).

The table below has shown that most of the *loading factor* values in each indicator have a value of > 0.5 . This shows that the indicators in this study have been declared statistically valid and can be used in research constructs. However, there are three measurements of organizational culture variables, namely X3.5, X3.6, and X3.7, and one measurement of job satisfaction, namely Z1.5, which has a value of < 0.5 so that it needs to be

eliminated or declared invalid and cannot be used for subsequent analysis in compiling constructs (latent variables). In the process of eliminating such invalid indicators, it does not have to be that all indicators with a value of < 0.5 are immediately eliminated, but are selected from the indicators that have the smallest *loading factor* value first (Muzakki and Christina, 2021; Hair et al., 2014; Abdillah and Jogiyanto, 2016). The following is seen the indicator result after the indicator

TABLE 1. Loading Factor

Item	Value Loading Factors	Ordinances	Information
X1.1	0.981	0,5	Valid
X1.2	0.979	0,5	Valid
X1.3	0.544	0,5	Valid
X1.4	0.930	0,5	Valid
X2.1	0.910	0,5	Valid
X2.2	0.942	0,5	Valid
X2.3	0.902	0,5	Valid
X2.4	0.908	0,5	Valid
X2.5	0.855	0,5	Valid
X3.1	0.911	0,5	Valid
X3.2	0.962	0,5	Valid
X3.3	0.894	0,5	Valid
X3.4	0.545	0,5	Valid
X3.5	-0.140	0,5	Invalid
X3.6	-0.193	0,5	Invalid
X3.7	-0.180	0,5	Invalid
Y1.1	0.749	0,5	Valid
Y1.2	0.687	0,5	Valid
Y1.3	0.829	0,5	Valid
Y1.4	0.742	0,5	Valid
Y1.5	0.870	0,5	Valid
Y1.6	0.846	0,5	Valid
Z1.1	0.840	0,5	Valid
Z1.2	0.880	0,5	Valid
Z1.3	0.903	0,5	Valid
Z1.4	0.788	0,5	Valid
Z1.5	-0.240	0,5	Invalid

Source: Data processing results with PLS

TABLE 2. Loading Factor (after drop indicator)

Item	Value Loading Factors	Ordinances	Information
X1.1	0.981	0,5	Valid
X1.2	0.980	0,5	Valid
X1.3	0.560	0,5	Valid
X1.4	0.934	0,5	Valid
X2.1	0.910	0,5	Valid
X2.2	0.942	0,5	Valid
X2.3	0.903	0,5	Valid
X2.4	0.908	0,5	Valid
X2.5	0.855	0,5	Valid
X3.1	0.914	0,5	Valid
X3.2	0.962	0,5	Valid
X3.3	0.890	0,5	Valid
X3.4	0.553	0,5	Valid
Y1.1	0.747	0,5	Valid
Y1.2	0.684	0,5	Valid
Y1.3	0.830	0,5	Valid
Y1.4	0.743	0,5	Valid
Y1.5	0.871	0,5	Valid
Y1.6	0.847	0,5	Valid
Z1.1	0.844	0,5	Valid
Z1.2	0.881	0,5	Valid
Z1.3	0.908	0,5	Valid
Z1.4	0.825	0,5	Valid

Source: Data processing results with PLS

Based on the table above it is known that of some invalid indicators there are four indicators that are omitted. The four indicators that were eliminated were the indicators with the lowest values, and with the loss of these indicators, they were able to increase the value of the *loading factor* of each variable. This invalid indicator indicates that it cannot properly construct. After eliminating these indicators, now the *loading factor* value of each variable has met the *rules of thumbs* set by Ghazali (2011) which is > 0.5 to be declared valid and can be used to measure constructs in research.

2. Construct Validity

Analysis of the outer model in the second stage is to look at *construct validity*. *Construct validity* is validity that shows the extent to which a test measures the theoretical construct on which the test is compiled. Constructs are said to have good *construct validity* if the *average variance extracted* (AVE) value should be > 0.5 (Abdillah and Jogiyanto, 2016). The results of *testing construct validity* using Smart PLS are obtained as follows:

Based on the table below, it can be seen that the AVE value in each variable in this research analysis model already has a

good construct validity value, namely the AVE value is greater than 0.5.

TABLE 3. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Organizational Culture	0.715
Situational Leadership	0.777
Job Satisfaction	0.748
Employee Performance	0.624
Compensation	0.817

Source: Data processing results with PLS

3. Discriminant Validity

Discriminant validity is a test performed to see if each indicator that makes up a latent variable has a higher *loading* value compared to indicators for other latent variables. In the discriminant test, the validity of the parameters used is to compare the roots of the AVE of a construct must be higher than the correlation between these latent variables, or by looking at the *cross loading* value (Abdillah and Jogiyanto, 2016). In the *cross loading* table, it will be seen that each indicator in a construct will be different from the indicators in other constructs and collect on the construct in question. Here are the *cross loading* values of each indicator:

TABLE 4. Cross Loading Value

	Organizational Culture	Situational Leadership	Job Satisfaction	Employee Performance	Compensation
X1.1	-0.078	0.981	-0.097	-0.133	-0.254
X1.2	-0.080	0.980	-0.070	-0.125	-0.279
X1.3	0.046	0.560	0.099	-0.045	-0.212
X1.4	-0.060	0.934	-0.071	-0.034	-0.259
X2.1	-0.058	-0.278	0.042	0.698	0.910
X2.2	-0.038	-0.271	-0.007	0.737	0.942
X2.3	-0.023	-0.180	-0.101	0.706	0.903
X2.4	0.030	-0.322	0.042	0.594	0.908
X2.5	-0.096	-0.163	0.017	0.650	0.855
X3.1	0.914	-0.112	0.517	-0.059	-0.082
X3.2	0.962	-0.097	0.533	-0.017	-0.040
X3.3	0.890	-0.058	0.502	0.053	0.021
X3.4	0.553	0.076	0.140	-0.061	-0.071
Y1.1	-0.061	-0.032	0.090	0.747	0.496
Y1.2	0.008	-0.126	0.107	0.684	0.345
Y1.3	0.069	-0.174	0.092	0.830	0.686
Y1.4	-0.095	-0.053	0.037	0.743	0.726
Y1.5	-0.018	-0.141	0.050	0.871	0.601
Y1.6	0.039	-0.027	0.005	0.847	0.568
Z1.1	0.433	-0.102	0.844	0.134	0.048
Z1.2	0.438	-0.130	0.881	0.112	0.068
Z1.3	0.533	-0.078	0.908	0.059	0.004
Z1.4	0.475	-0.028	0.825	-0.042	-0.133

Source: Data processing results with PLS

The table above shows that the value of each indicator in a construct is higher compared to other constructs and collects on that one construct. So in this study it can be said to have good *discriminant validity*.

4. Composite Reliability

Reliability tests can be seen from the values of *Cronbach's alpha* and *Composite reliability*. A construct can be said to be reliable, if it has a *value of Cronbach's alpha*, it must be > 0.6 and the *Value of Composite reliability* must be > 0.7 (Abdillah and Jogiyanto, 2016). *Composite reliability* measures the true reliability value of a variable while *Cronbach's alpha* measures the *lowest value (lower bound)* reliability of a variable so that

the *Composite reliability* value is always higher than the value of *Cronbach's alpha* (Abdillah and Jogiyanto, 2016). Here are the values of *Cronbach's alpha* and *Composite reliability* of each variable in this study:

TABLE 5. Composite Reliability and Cronbach's alpha

Variables	Cronbach's Alpha	Composite Reliability
Organizational Culture	0.865	0.906
Situational Leadership	0.928	0.931
Job Satisfaction	0.888	0.922
Employee Performance	0.880	0.908
Compensation	0.944	0.957

Source: Data processing results with PLS

Based on the table above, it can be seen that all constructs in this study have a Cronbach's alpha value of > 0.6 and a Composite reliability value of > 0.7, so it can be said that all constructs are reliable. This can be interpreted to mean that each of the constructs in the research model has an internal consistency in the reliability test of the instrument.

Inner Model Evaluation

Testing of inner models or structural models is carried out to predict causal relationships between variables or hypothesis testing. This test can be seen through the results of the value of the coefficient of determination, predictive relevance, goodness of fit, as well as the path coefficient and parameter coefficient. When the relationship between variables is known, it can then be concluded that hypotheses related to the variables used in this study are situational leadership, compensation, organizational culture, job satisfaction, and employee performance. Hypothesis testing is done by bootstrapping. Here are the output results of PLS bootstrapping on the research model:

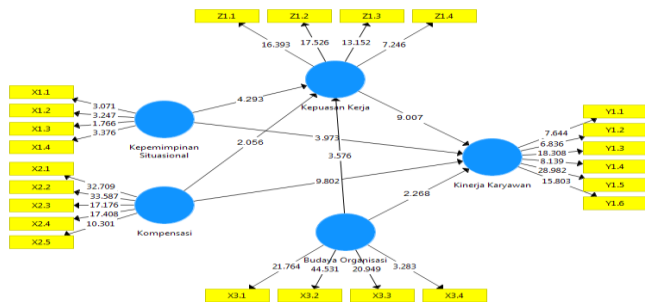


Fig. 2. PLS Model Inner Path Diagram

Source: Data processing results with PLS

1. Coefficient of Determination

Coefficient of determination analysis is performed to measure how far a model is able to explain the variations in dependent variables (Ghozali, 2011: 24). The value of the coefficient of determination is between zero and one. The smaller R-square value means that the variation of the dependent variable is very limited, and a value close to 1 (one)

means that the independent variables are already able to provide all the information needed to explain and predict the dependent variable.

The coefficient of determination can be seen in the R-square table by multiplying the R-square value by 100%, if the result is more than 67% then it indicates a good coefficient of determination, if the result is less than 67% but more than 33% indicates a moderate coefficient of determination, and if it is less than 33% but more than 19% indicates a weak coefficient of determination (Ghozali, 2011: 24). Here is a table showing the value of the coefficient of determination:

TABLE 6. R-Square

Variables	R Square
Job Satisfaction	0.300
Employee Performance	0.582

Source: Data processing results with PLS

Based on the R-square value that has been shown in the table above and after multiplying by 100%, the coefficient value of determination of each variable is 30% for the job satisfaction variable. This means that the value of the coefficient of determination of the job satisfaction variable has an effect on this study by 30%, while the remaining 70% is explained by other variables outside the research model. Meanwhile, the determination of employee performance variables affected this study by 58.2%, while the remaining 41.8% was explained by other variables outside the research model.

2. Hypothesis Testing

The next step is hypothesis testing with an estimate of the path coefficient that can be evaluated based on T-statistics values. Path coefficients estimates show estimated values that describe the relationships between latent variables obtained by bootstrapping procedures. The measurement items used are said to be significant if the T-statistics score is greater than 1.96 and the p-value is less than 0.05 at a significance level of 0.05 (5%). Meanwhile, the parameter coefficient shows the direction of influence by looking at the positive or negative of the original sample as well as the magnitude of the influence of independent variables on dependent variables (Ghozali, 2011: 27). Here is a table of path coefficients to see the T-statistical value.

TABLE 7. Path Coefficients

Relationships Between Variables	Original Sample	T Statistics	P Values	Information
Situational Leadership → Job Satisfaction	0.649	4.293	0.002	Accepted
Situational Leadership → Employee Performance	0.520	3.973	0.033	Accepted
Compensation → Job Satisfaction	0.506	2.056	0.005	Accepted
Compensation → Employee Performance	0.778	9.802	0.000	Accepted
Organizational Culture → Job Satisfaction	0.541	3.576	0.000	Accepted
Organizational Culture → Employee Performance	0.530	2.268	0.007	Accepted
Job Satisfaction → Employee Performance	0.704	9.007	0.031	Accepted

Source: Data processing results with PLS

Based on the results of the path coefficient test in Table 7 above, it can be used to prove the research hypothesis as follows:

1. The influence of situational leadership on job satisfaction

In the table above it can be seen that situational leadership has a significant influence on job satisfaction. This can be seen from the path coefficient results which show a T-statistical

value of 4,293 > 1.96 and a p-value of 0.002 < 0.05. Based on these statistical calculations, it can be concluded that situational leadership affects job satisfaction in this study sample, so that H1 which states that situational leadership has a positive and significant effect on job satisfaction is accepted (supported).

2. The influence of situational leadership on employee performance

In the table above it can be seen that situational leadership has a significant influence on the performance of employees. This can be seen from the results of the path coefficient which shows a T-statistical value of $3,973 > 1.96$ and a p-value of $0.033 < 0.05$. Based on these statistical calculations, it can be concluded that situational leadership affects employee performance in this study sample, so that H2 which states that situational leadership has a positive and significant effect on employee performance is accepted (supported).

3. *The effect of compensation on job satisfaction*

In the table above it can be seen that compensation has a significant influence on job satisfaction. This can be seen from the results of the path coefficient which shows a T-statistical value of $2,056 > 1.96$ and a p-value of $0.005 < 0.05$. Based on these statistical calculations, it can be concluded that compensation affects job satisfaction in this study sample, so that H3 which states that compensation has a positive and significant effect on job satisfaction is accepted (supported).

4. *The effect of compensation on employee performance*

In the table above it can be seen that compensation has a significant influence on the performance of employees. This can be seen from the results of the path coefficient which shows a T-statistical value of $9,802 > 1.96$ and a p-value of $0.000 < 0.05$. Based on these statistical calculations, it can be concluded that compensation affects employee performance in this study sample, so that H4 which states that compensation has a positive and significant effect on employee performance is accepted (supported).

5. *The influence of organizational culture on job satisfaction*

In the table above it can be seen that organizational culture has a significant influence on job satisfaction. This can be seen from the path coefficient results which show a T-statistical value of $3,576 > 1.96$ and a p-value of $0.000 < 0.05$. Based on these statistical calculations, it can be concluded that organizational culture affects job satisfaction in this study sample, so that H5 which states that organizational culture has a positive and significant effect on job satisfaction is accepted (supported).

6. *The influence of organizational culture on employee performance*

In the table above it can be seen that organizational culture has a significant influence on job satisfaction. This can be seen from the results of the path coefficient which shows a T-statistical value of $2,268 > 1.96$ and a p-value of $0.007 < 0.05$. Based on these statistical calculations, it can be concluded that organizational culture affects job satisfaction in this study sample, so that H6 which states that organizational culture has a significant effect on job satisfaction is accepted (supported).

7. *The effect of job satisfaction on employee performance*

In the table above, it can be seen that job satisfaction has a significant influence on employee performance. This can be seen from the results of the path coefficient which shows a T-statistical value of $9,007 > 1.96$ and a p-value of $0.031 < 0.05$. Based on these statistical calculations, it can be concluded that job satisfaction affects employee performance in this study sample, so that H7 which states that job satisfaction has a positive and significant effect on employee performance is accepted (supported).

Discussion

1. *The Influence of Situational Leadership on Job Satisfaction*

The findings of this study were known after the data was processed using the help of SmarPLS3 software and these findings can be revealed that situational leadership has proven to have a significant influence on job satisfaction. This means that a leader who has a situational leadership style is able to have a direct influence on job satisfaction. Thus, the submission of a hypothesis that presents that situational leadership has a significant effect on job satisfaction is accepted, meaning that the higher a leader applies a situational leadership style can affect the better level of job satisfaction in the CV. Al-Amien Group Bangkalan.

The findings of this study were known after the data was processed using the help of SmarPLS3 software and these findings can be revealed that situational leadership has proven to have a significant influence on job satisfaction. This means that a leader who has a situational leadership style is able to have a direct influence on job satisfaction. Thus, the submission of a hypothesis that presents that situational leadership has a significant effect on job satisfaction is accepted, meaning that the higher a leader applies a situational leadership style can affect the better level of job satisfaction in the CV. Al-Amien Group Bangkalan. The results of this study are relevant to several previous studies conducted by Agustia (2011) and Setyorini et al., (2018) which stated that this leadership is a way of influencing employee behavior to achieve organizational goals, and this situational leadership is the most effective leadership style in increasing employee job satisfaction. Agustia (2011) said that situational leadership behavior has a significant influence on job satisfaction.

2. *The Effect of Situational Leadership on Employee Performance*

The findings of this study were known after the data was processed using the help of SmarPLS3 software and these findings can be revealed that situational leadership has proven to have a significant influence on employee performance. This means that a leader who has a situational leadership style is able to have a direct influence on employee performance. Thus, the submission of a hypothesis presenting that situational leadership has a significant effect on employee performance is accepted, meaning that the higher a leader applies a situational leadership style can affect the better level of employee performance in the CV. Al-Amien Group Bangkalan.

The results of this study report that employees consider that leaders in their organization can provide support by motivating them so that they can get their work done on time. On the one hand, the leadership of this organization has also given flexibility to employees in completing work, as well as clear work directions to subordinates related to effective work completion. It has been rated effective in improving employee performance. This performance improvement can be seen in employees who are able to complete their work in accordance with their work standards. In addition, employees are also able to meet targets and complete their work before the specified deadline. The results of this study are in line with previous research which revealed that situational leadership has a significant effect on improving employee performance

(Setyorini et al., 2018). In fact, Robbin (2010) in his research also reported that this situational leadership is more about how a leader pays attention to the characteristics of employees who have different levels of readiness. This situational leadership style has been rated as good for improving excellent employee performance (Setyorini et al., 2018).

3. The Effect of Compensation on Job Satisfaction

The findings of this study were known after the data was processed using the help of SmarPLS3 software and these findings can be revealed that compensation has proven to have a significant influence on job satisfaction. This means that everything received by employees, both salaries, wages, incentives, and facilities, is able to have a direct influence on job satisfaction. Thus, the submission of a hypothesis that presents that compensation has a significant effect on job satisfaction is received, meaning that the higher the compensation given by the organization to employees can affect the better level of job satisfaction in the CV. Al-Amien Group Bangkalan. The results of this study provide a report related to compensation is that employees have received a salary according to the workload they carry out in the organization. In addition, the organization has also provided wages and incentives as expected by them, even they also feel that the organization where they currently work has paid attention to the facilities needed both in the office and for the employees themselves. This can have implications for the level of employee job satisfaction, where they believe that the salaries, facilities and others provided by the employees can already provide satisfaction to them and that are believed to be in accordance with the workload and responsibilities they carry in the organization. The results of this study are in line with research conducted by Evayanti and Djoko (2019) and Talashina & Ngatno (2020) which states that compensation in the form of compensation in the form of both material and non-material, and fair and feasible for employees has a significant influence on increasing employee satisfaction with the organization.

4. The Effect of Compensation on Employee Performance

The findings of this study were known after the data was processed using the help of SmarPLS3 software and these findings can be revealed that compensation has proven to have a significant influence on employee performance. This means that providing fair and decent compensation for employees can directly affect employee performance. Thus, the submission of a hypothesis that presents that compensation has a significant effect on the performance of employees is received, meaning that the higher the compensation and decentness for employees can affect the better level of employee performance in the CV. Al-Amien Group Bangkalan. The results of this study describe that employees have so far received decent compensation, this is shown through the provision of salaries received by employees in accordance with the workload they have. On the other hand, the company has also paid attention to the facilities and needs of the office and the employees who work in it, even the organization has also had the initiative to provide appropriate incentives to increase employee morale, and all of these are considered to have an effect on improving employee performance. Through the provision of decent compensation,

employees have a strong puzzle to always complete their work in accordance with the standards that are the rules in their company, and also they always give enthusiasm to achieve every target that has been determined for them, even they always strive how they can reduce fatal mistakes when they work. The results of this study are in line with research conducted by Ardana (2012: 153) and Adnyani (2016) who reported that everything received by employees where it is a reward for their contribution to the company, both material and non-material and it is feasible for them, then it can have a significant impact on improving effective employee performance.

5. The Influence of Organizational Culture on Job Satisfaction

The findings of this study were known after the data was processed using the help of SmarPLS3 software and these findings can be revealed that organizational culture has proven to have a significant influence on job satisfaction. This means that a system of shared meaning wrapped in organizational culture is able to directly influence job satisfaction. Thus, the submission of a hypothesis that presents that organizational culture has a significant effect on job satisfaction is accepted, meaning that the higher the employee's perception of organizational culture can affect the better level of job satisfaction in the CV. Al-Amien Group Bangkalan. The results of this study illustrate that employees believe that their organization has always provided opportunities for every employee to innovate and be supported so that employees dare to take risks in carrying out their duties or work. On the one hand, the organization has also given clear direction related to the work of employees, and even provided evaluation on every result of their work so that it can affect employee job satisfaction. In addition, what is quite important for employees is how their leaders can maintain harmonious relationships with members of their organization, this can also have implications for a better level of satisfaction for students. The results of this study are in line with the research of Darto (2016: 79) and Sugiri (2015) who reported that this organizational culture is a common system that includes the beliefs, values and behaviors of groups that have differences with other organizations, where the advantages of organizational culture in a particular organization are considered to have a significant effect on increasing employee job satisfaction in the company itself.

6. The Influence of Organizational Culture on Employee Performance

The findings of this study were known after the data was processed using the help of SmarPLS3 software and these findings can be revealed that organizational culture has proven to have a significant influence on employee performance. This means that a system of shared meaning wrapped in organizational culture is able to have a direct influence on employee performance. Thus, the submission of a hypothesis that presents that organizational culture has a significant effect on employee performance is accepted, meaning that the higher the employee's perception of organizational culture can affect the better level of employee performance in the CV. Al-Amien Group Bangkalan.

The results of this study revealed that employees on CV. Al-Amien Group Bangkalan believes that one of the organizational

cultures that has meaning for employees is the leader who always establishes harmonious relationships with members of the organization or employees. In addition, employees are given the opportunity to take risks in carrying out tasks or jobs, and even provide flexibility to innovate in completing their work. It has helped employees in the timely completion of their work even without being under strict supervision. The performance of employees both these employees is also seen in the fulfillment of targets that have been set by their organization, as well as employees can reduce the level of errors in work. The results of this study support some of the results of previous research such as research conducted by Siddiq (2020) and Muzakki et al., (2019) which stated that organizational culture affects employee performance significantly.

7. The Effect of Job Satisfaction on Employee Performance

The findings of this study are known after the data is processed using the help of SmarPLS3 software and these findings can be revealed that job satisfaction has proven to have a significant influence on employee performance. This means that employees' feelings of satisfaction at a job are able to have a direct influence on employee performance. Thus, the submission of a hypothesis that presents that job satisfaction has a significant effect on the performance of employees received, meaning that the higher the level of employee job satisfaction can affect the level of employee performance that is better in the CV. Al-Amien Group Bangkalan. The results of this study revealed that employees who feel that they are satisfied with the work they are currently living, and satisfied with the working conditions in the company, it can have implications for the high level of employee performance. In addition, employee job satisfaction is also shown if the organization can provide a satisfactory salary and in accordance with the workload they are responsible for in their company, even one important thing that can increase employee job satisfaction is that if a job given is a job that is in accordance with the abilities they currently have, in the end the satisfaction of these employees will affect their performance. This is shown through the completion of work in accordance with their work standards, and also employees will continue to strive to complete their work before the specified deadline. On the other hand, employees will also make every effort to meet predetermined targets, as well as be responsible for the workload provided by the company. The results of this study are in line with the results of a study conducted by Edison (2017: 214) which states that job satisfaction for employees tends to increase performance, a sense of pride, and high commitment to their work. In line with that, Sugiri (2015) also reported that higher levels of employee job satisfaction can have a positive and significant effect on improving better performance.

VI. CONCLUSION

Based on empirical studies and evidence of research findings above, the conclusion of this study is that situational leadership is proven to have a significant influence on job satisfaction and work performance. Compensation has also been shown to have a significant influence on job satisfaction and employee performance. Organizational culture has also been shown to have a significant influence on job satisfaction

and employee performance. Then, job satisfaction was also found to have a significant influence on employee performance on the CV. Al-Amien Group Bangkalan. Through the results of this study, it is hoped that cv leaders. Al-Amien Group Bangkalan to pay attention to situational leadership styles, such as employee involvement in decision making, especially those related to policies that may be felt directly by employees. Then, the leadership also needs to pay attention to the compensation given to employees as expected in order to have responsibility for their performance. In addition, leaders also need to pay attention to organizational culture, such as in establishing harmonious relationships between superiors and subordinates or employees, so that this can be a disruptor in improving employee performance.

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