

## The Influence of Organizational Culture, Situational Leadership Style on Employee Performance with Job Satisfaction as a Mediating Effect at Tax Service Office Jakarta

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### ABSTRACT

The purpose of this study was to determine and analyze the direct influence of organizational culture and situational leadership style on job satisfaction and employee performance as well as to analyze the indirect effect through employee job satisfaction. This research uses a quantitative approach with a survey using a questionnaire or research instrument. Path analysis is used to analyze the data. The population of this study amounted to 95 without involving the leadership. The sampling technique uses saturation or census techniques because the number of respondents is below 100 respondents. The results of the study show that organizational culture is able to increase job satisfaction and employee performance. Likewise, situational leadership style can increase job satisfaction and employee performance. In addition, the research results show that job satisfaction can improve employee performance. In this study job satisfaction is able to mediate the influence of organizational culture and leadership style in improving employee performance. The findings of this study are that job satisfaction becomes an important aspect when organizational culture and situational leadership styles improve employee performance.

**Keywords:** Organizational Culture, Situational Leadership Style, Job Satisfaction, Employee Performance

### INTRODUCTION

Performance is something that is absolutely necessary in any organization in the world, because performance is carried out routinely every day so that goods and services can be realized in terms of quantity and quality. (Khoshnaw & Alavi, 2020). Performance is productivity related to key performance indicators that concentrate on the number of units produced within a certain period of time for employees (Malkanathi & Ali, 2018; Sonnentag et al., 2008). In an organization, performance success is determined by employees because employees are Company assets that must be considered by organizational leaders (Huzain, 2015).

Performance carried out by employees is realized through individual abilities in achieving projected and realized values from daily activities in line with predetermined work procedures and schedules (Inuwa, 2017). Thus, employee performance is the result of work skills shown every day so that they can meet the targets set by the Company. The search results related to the performance of employees at tax office in Jakarta show that it has not been maximized, including not having reached the targets set by the organization. Out of the four years the revenue target was achieved only once (revenue target), namely during the 2016 tax amnesty. After that, performance could not reach the desired target. The realization of revenue in 2020 is 93.3 percent; 2019, 88.1 percent; 2018, 89.95; and 2017, 89.95 percent. In order for the performance of the Jakarta Primary Tax Service Office to increase, among others by strengthening organizational cultural values, situational leadership styles and employee job satisfaction.

Factors that influence employee performance at work are leadership, work culture and job satisfaction (Al Shehhi et al., 2021; Mohsen et al., 2020; Imran & Jingzu, 2022). Many studies linking organizational culture with employee performance have been carried out,

among others: (Srisathan et al., 2020; Pathiranage et al., 2020; Ipinazar et al., 2021; Abdallat et al., 2020). Likewise, studies that link leadership style to employee performance are: (Jamali et al., 2022; Udovita, 2020; Dastane, 2020; Agarwal, 2020; Baig et al., 2021).

Studies linking leadership style with job satisfaction include Aripin (2013), Irwan et al. (2020), Belias et al. (2022). While the relationship between job satisfaction and employee performance is examined by Hajjali et al. (2022); Kim Phuong (2021); Gazi et al. (2022). Thus, empirically and theoretically that if employees feel satisfied at work, then employees will be eager to improve their performance. However, when viewed from the existing literature, it turns out that the relationship between organizational culture and employee performance is inconsistent. There are those who say that organizational culture has an effect on employee performance, however, there are also those who say it has no effect. Srisathan et al. (2020), Pathiranage et al. (2020), Ipinazar et al. (2021), Abdallat et al. (2020), Liu et al. (2021) state organizational culture influences employee performance, while those who state organizational culture has no effect on employee performance include: Sinha and Dhall (2020); Pathiranage et al. (2020).

The purpose of this study is to find out how to perform well, especially at the tax office in Jakarta. Good performance can be realized if all employees have the support of a situational leadership style and a strong organizational culture and of course in addition to organizational culture and leadership style also job satisfaction. Theoretically that job satisfaction will certainly be able to improve performance. Conversely, if employees are dissatisfied with their work, then the leadership of the tax office in Jakarta should be responsible. Based on the results of a literature review related to organizational culture's inconsistent influence on employee performance, where organizational culture has no effect on employee performance, the solution is to place job satisfaction as a mediating variable with the aim of bridging how organizational culture can improve employee performance through job satisfaction. Contingency Theory assumes that there is no best way to lead and states that each leadership style must be based on certain situations and conditions. On the basis of this contingency theory, a person may succeed in appearing and leading very effectively in certain conditions, situations and places, but his leadership performance changes according to the existing situations and conditions, if the leader is transferred to other situations and conditions or when factors in The surroundings have changed too (Pearson, 2022).

## LITERTARURE REVIEW AND HYPOTHESIS

### Organizational Culture and Employee Performance

Drucker (2015) explains that organizational culture is the subject of solving external and internal problems whose implementation is carried out consistently by a group which then passes on to new members as the right way to understand, think and feel about problems. Denison (2012) states that organizational culture is the values, beliefs and principles that serve as the basis for the organization's management system, as well as management practices and behaviors that help and reinforce the basic principles. Empirical studies prove that organizational culture can improve employee performance (Srisathan et al., 2020; Pathiranage et al., 2020; Ipinazar et al., 2021; Abdallat et al., 2020). Thus, the hypothesis proposed is:

***Hypothesis 1: Organizational Culture has a significant positive effect on employee performance.***

### **Situational Leadership Style and Employee Performance**

According to Gary (2011) classification in leadership and one of them is with a situational approach that emphasizes the importance of contextual factors such as the nature of the work carried out by the leader unit, the nature of the external environment and the characteristics of the followers. Theories in this group are often identified as contingency theories which can be contrasted with universal theories about the general qualities of effective leadership. In Situational Leadership, appropriate leader behavior varies depending on the situation at hand. Previous researchers have argued that a situational leadership style can improve employee performance (such as Alabduljader, 2022; Adamska-Chudzińska, 2020). Thus, the hypothesis built is:

*Hypothesis 2: Situational leadership style has a significant positive effect on employee performance*

### **Organizational Culture and Job Satisfaction**

Every organization needs a strong culture so that it can contribute to advancing the organization. A strong culture can be realized when organizational members are comfortable and satisfied at work. Job satisfaction can be achieved if employees feel comfortable and proud in carrying out their work (Wicker, 2011). While Wexley et al. (1984) argue that job satisfaction is a pleasant emotion that results from employee perceptions due to the fulfillment of important work values that they have felt. Empirical studies which state that organizational culture has a positive and significant effect on employee job satisfaction include: Kirkman (2019), Lund (2003), Dimitrios and Athanasios (2014). Thus, the hypothesis built is:

*Hypothesis 3: Organizational culture has a significant positive effect on employee job satisfaction.*

### **Situational Leadership Style and Job Satisfaction**

In an organization, leadership style is very important because job satisfaction will be realized when the leadership style can be accepted by its employees. In this study, the focus was on prioritizing situational leadership styles. Contingency theory reveals that under any circumstances situational leadership always remains calm and is able to direct and influence his subordinates to carry out their work properly. The results of previous studies state that leadership style can increase employee job satisfaction (Aripin, 2013; Irwan et al., 2020; Belias et al., 2022). Thus, the hypothesis that is built is:

*Hypothesis 4: Situational leadership style has a significant positive effect on employee job satisfaction.*

### **Job Satisfaction and Employee Performance**

Previous studies from Doughty, May et al. (2002) showed that job satisfaction as reflected by job involvement, cohesion among colleagues, superior support and opportunities for autonomous action are important in improving employee performance. The above opinion is supported by the studies of Castilo and Cano (2004) and Ambrose et al. (2005). Other studies which state that job satisfaction has a significant positive effect on employee performance are: Hajiali et al. (2022); Kim Phuong (2021); Gazi et al. (2022). Thus, the hypothesis is:

*Hypothesis 5: Job satisfaction has a significant positive effect on employee performance.*

### **Job Satisfaction as a Mediating Influence of Organizational Culture on Employee Performance**

Job satisfaction is caused by factors related to work, working conditions, co-workers, supervision, promotions and wages. Job satisfaction is an important factor in an organization that needs attention. Research result (Sinha & Dhall, 2020; Pathiranage et al., 2020) states that organizational culture has no effect on employee performance. While research results (Kirkman, 2019; Lund, 2003; Dimitrios & Athanasios, 2014) state that organizational culture has a positive and significant effect on job satisfaction and job satisfaction has a significant positive effect on employee performance (Hajiali et al., 2022; Kim Phuong, 2021; Gazi et al., 2022). Thus, job satisfaction is important when organizational culture is improving employee performance. Therefore, the hypothesis:

*Hypothesis 6: Job satisfaction mediates the influence of organizational culture on employee performance.*

### **Job Satisfaction as a Mediating Effect of Situational Leadership Style on Employee Performance**

Hersey et al. (1977) stated that there is no leadership style that can be applied at any time, because leaders must be able to adapt to situations and conditions that occur. The leadership style that adapts to this situation is known as situational leadership. But the results of the research (Mustofa & Muafi, 2021) has proven that job satisfaction has mediated the effect of situational leadership style on employee performance. Thus, the hypothesis is as follows:

*Hypothesis 7: Job Satisfaction mediates the effect of situational leadership style on employee performance.*

## **RESEARCH METHODS**

### **Study Design**

This study uses a quantitative approach followed by a survey. The reason for using quantitative is because they want to observe phenomena that can be quantified in a measurable way. In addition, you can see patterns of relationships, interactions and causality of the observed phenomena. The phenomenon in this study is the performance of employees who have not been maximized and the targets that have been determined have not been achieved. In general, this study describes the paradigm of deductive thinking (from general to specific) so that it becomes a research question and hypothesis development. The population in this study were all employees who worked at the Jakarta Primary Tax Office and were then sampled using the Slovin formula. The sampling technique uses simple random sampling. This means that all respondents taken are homogeneous or only employees. The research location was chosen at the Jakarta Tax Office on the grounds that Jakarta is the capital city of Indonesia, where, of course, the people are aware of paying taxes, but the obligation to pay taxes is always neglected.

### **Population and Sample**

The population is 106 people from the Jakarta Tax Office. Of these, 11 people are elements of the leadership so that the total number of employees is 95. Because the population numbered 95 people and less than 100, the population was used as a sample. Thus, the sampling technique of this study using census or saturation techniques, because the entire population is used as a sample, while the type of sample is homogeneous, namely the employees studied are those at the executive level.

**Data Collection Sources and Methods**

a. Primary data

The primary data used in this research is a questionnaire or research instrument which is distributed to 95 predetermined respondents.

b. Secondary Data

Secondary data is supporting data such as tax office data, books whose titles match the variables used and journals that are relevant to the title of this research.

**Measuring Method**

To measure the variables of organizational culture, leadership, job satisfaction and employee performance, researchers used a Likert scale starting from a score of 1 Strongly disagree, score 2 disagree, score 3 Agree and score 4 Strongly agree. Scores 1 to 4 are for exploring respondents' responses and all that remains is to choose them.

**Data Analysis Techniques**

After the data is collected, it is then entered into an excel table for later analysis using path analysis with the help of SPSS software.

**RESEARCH RESULTS**

Based on the results of the questionnaire submitted to the respondents, general data regarding the identity of the respondents was obtained, including:

**Demographic Aspect**

**Table 1. Demography (Gender, Age, Education Level and Length of Work)**

No.	Gender	Frequency	(%)
1	Male	59	62,11
2	Female	36	37,89
	<b>Age</b>	<b>Frequency</b>	<b>(%)</b>
1	20 – 31 years	12	12,63
2	32 - 40 years	63	66,32
3	41– 50 years	16	16,84
4	>50 years	4	4,21
	<b>Education level</b>	<b>Frequency</b>	<b>(%)</b>
1	Senior high school	2	2,10
2	Diploma	22	23,16
3	Strata one (S1)	26	27,37
4	Strata two (S2)	45	47,37
5	Strata there (S3)	0	0
	<b>Length of work</b>	<b>Frequency</b>	<b>(%)</b>
1	< 1 years	0	0
2	1 – 5 years	28	29,47
3	6 – 10 years	53	55,79
4	> 10 years	15	15,79

Resource: Research Result, 2022

Based on Table 1, there are more male respondents than female respondents. This shows that employees at the tax office take a long time to carry out their work in one day so male employees are more suitable for working overtime until late at night, while female

employees can only work according to the provisions of working hours and only do administrative work. Male employees are more suitable for extra work than female workers (Pulkkinen et al., 1999). Table 1 also illustrates that the age of employees at the Jakarta Tax Office at this time is mostly between the ages of 32 and 40 years. The age of 32-40 years is a productive age both physically, mentally and rationally.

Productive age 32 -40 years in carrying out performance faster than the age of more than 50 years (Zarantonello et al., 2020). While the age of the fewest respondents is the age of more than 50 years. It is understandable that this age is the age of facing retirement and this age is the remainder of the group where peers of the same age are no longer able to face increasingly challenging jobs.

Likewise, from the level of education, the respondents who were most dominant were those with strata two tertiary education. This illustrates that work in the tax sector requires high educational strength because in carrying out its performance it requires emotional intelligence and thinking that can improve performance (Zarantonello et al., 2020). While the lowest level of education is public high school. It can be understood that this level of education occupies a position as an office boy. For the most respondents' working period is 6-10 years of service. This can be said to be very experienced in performance in the tax office. The age of 6-10 years is the same as the age of 32-40 years where the level of education has strata two. While working experience of more than 10 years is a senior employee compared to those aged 50 and over.

**Respondents' Perceptions of Organizational Culture Variables, Situational Leadership Style, Job Satisfaction and Employee Performance**

Descriptive statistics are used to determine the frequency distribution of respondents' answers based on the results of the questionnaire obtained from 95 respondents. This analysis is used to describe the perceived value of each variable Organizational Culture, Situational Leadership Style, Job Satisfaction and Employee Performance variables. From the results of the questionnaire conducted at the Jakarta Tax Service Office, it can be measured the perceived value of each variable as follows:

**Table 2. Respondents' responses (Means)**

CULTURE ORGANIZATION							
No	Indictor / Item	Scale				Total Score	Means
		SDA	DA	AGREE	SA		
<b>Values</b>							
1.	Have extensive knowledge.	2	2	56	35	314	3.31
2.	Have a strong mentality	0	11	55	29	303	3.19
<b>Beliefs and Basic Principles</b>							<b>3.25</b>
3.	Able to achieve the target that has been set	0	2	36	57	340	3.58
4.	Compete to excel at work.	0	23	37	35	297	3.13
<b>Management Practices</b>							<b>3.35</b>
5.	Work by rules	4	21	50	20	276	2.91
6.	Discipline at work.	0	0	69	26	311	3.27
<b>Behavior</b>							<b>3.30</b>
7.	Effective communication.	4	27	44	20	270	2.84
8.	Always increasing creativity	4	28	53	10	259	3.08
SITUATIONAL LEADERSHIP STYLE							
<b>Instructive Leadership Style</b>							<b>2.96</b>

1.	Leaders always interact	4	29	49	13	261	2.75
2.	Leaders as role models for subordinates	4	15	58	18	280	2.95
<b>Consultative Leadership Style</b>							<b>2.85</b>
3.	Leaders always provide direction in work	2	29	44	20	272	2.86
4.	Leaders always provide work guidance	4	12	64	15	280	2.95
<b>Participative Leadership Style</b>							<b>2.90</b>
5.	Leaders always consult with subordinates	5	11	55	24	288	3.03
6.	Leaders always pay attention to welfare	4	16	53	22	283	2.98
<b>Delegative Leadership Style</b>							<b>3.00</b>
7.	Leaders always delegate tasks	0	33	41	21	273	2.87
8.	Leaders always believe in their subordinates	0	22	47	26	289	3.44
<b>JOB SATISFACTION</b>							
<b>Employee attitude</b>							<b>3.15</b>
1.	I like the current job	0	31	38	26	280	2.95
2.	I've always been trusted at work.	0	18	36	41	308	3.24
<b>Situation of work</b>							<b>3.09</b>
3.	I always get directions from the boss	2	18	53	22	285	3.00
4.	My workspace is very comfortable	4	15	65	11	273	2.87
<b>Work together</b>							<b>2.93</b>
5.	I always work with coworkers	0	11	48	36	310	3.26
6.	I am often helped by co-workers.	0	23	37	35	297	3.13
<b>EMPLOYEE PERFORMANCE</b>							
<b>Craft</b>							<b>3.19</b>
1.	I arrived at the office on time	4	15	64	12	274	<b>2.88</b>
<b>The quantity and speed of getting the job done</b>							
2.	The quantity and speed of getting the job	6	21	50	18	270	<b>2.84</b>
<b>Accuracy</b>							
3.	I'm trying to minimize mistakes.	0	2	8	36	533	<b>2.84</b>
<b>Loyalty</b>							
4.	I'm always working overtime.	0	33	51	11	263	<b>2.77</b>
<b>Initiative</b>							
5.	I am responsible at work	0	0	39	56	341	3.59
6.	I always report the results of work on	0	35	50	10	260	2.74
<b>Team work</b>							<b>3.16</b>
7.	I am working together.	0	0	41	54	339	<b>3.57</b>

Resource: Research Result, 2023

Based on Table 2 above, it illustrates that the most dominant indicator in reflecting organizational culture is Beliefs and Basic Principles with an average value of 3.35. This

indicates that the employees of the tax office always prioritize trust and prioritize basic principles in carrying out their work. While the smallest indicator is behavior with an average value of 2.96, even though the smallest indicator is still in the good category. The best indicator for reflecting leadership is the delegation of authority with an average value of 3.15. This indicates that employees are happy when given the authority to carry out their work. While the indicator that is small in reflecting leadership is instructive with an average value of 2.85, even though it is the smallest, the indicator is still in a good category. The highest indicator reflecting job satisfaction is teamwork with an average value of 3.19. This illustrates that teamwork is always prioritized in carrying out tasks. While the minimum indicator is the situation of work with an average value of 2.93, although it is the smallest, it is still in the good category.

The indicator that best reflects employee performance is teamwork with an average value of 3.57. This indicates that the employees of the Jakarta Primary Tax Office always work as a team so as to make it easier to achieve targets. Meanwhile, the smallest indicator that reflects employee performance is work over time with an average value of 2.77, which means that some employees agree and some disagree.

**Table 3. Test Results of the Validity and Reliability**

Variable	Coefficient correlation	r table with sample 95 at alpha level 0.05 = 0.202	Information	Coefficient Alpha	Standard	Information
<b>Organization Culture (X1)</b>						
X1.1	0,459	0,202	Valid	0,660	≥ 0,6	Reliable
X1.2	0,342	0,202				
X1.3	0,492	0,202				
X1.4	0,728	0,202				
X1.5	0,653	0,202				
X1.6	0,697	0,202				
X1.7	0,635	0,202				
X1.8	0,377	0,202				
<b>Situational Leadership style (X2)</b>						
X2.1	0,658	0,202	Valid	0,612	≥ 0,6	Reliable
X2.2	0,581	0,202				
X2.3	0,634	0,202				
X2.4	0,548	0,202				
X2.5	0,609	0,202				
X2.6	0,422	0,202				
X2.7	0,369	0,202				
X2.8	0,324	0,202				
<b>Job Satisfaction (Y)</b>						
Y1.1	0,405	0,202	Valid	0,689	≥ 0,6	Reliable
Y1.2	0,767	0,202				
Y1.3	0,806	0,202				
Y1.4	0,659	0,202				
Y1.5	0,267	0,202				
Y1.6	0,826	0,202				
<b>Employee Performance (Z)</b>						

Z1.1	0,519	0,202	Valid	0,757	≥ 0,6	Reliable
Z1.2	0,675	0,202				
Z1.3	0,675	0,202				
Z1.4	0,431	0,202				
Z1.5	0,457	0,202				
Z1.6	0,484	0,202				
Z1.7	0,363	0,202				

Resource: Research Result 2023

Based on Table 3 it shows that all indicators of the four variables are valid more than the standard 0.202 and reliable more than 0.6.

### Hypothesis Test

**Table 4. Results of Path Analysis and Hypothesis Testing**

Standardized		Sig		α	Hypothesis test
Jalur	Beta				
X1 → Y	0,415	0,000	<	0,05	H1 Accepted
X2 → Y	0,476	0,000	<	0,05	H2 Accepted
X1 → Z	0,343	0,001	<	0,05	H3 Accepted
X2 → Z	0,253	0,012	<	0,05	H4 Accepted
Y → Z	0,233	0,049	<	0,05	H5 Accepted
X1 → Y → Z	0,624				
X2 → Y → Z	0,692				
ε <sub>1</sub>	0,308				
ε <sub>2</sub>	0,376				

Resource: Research Result, 2023

Table 4 shows the results of hypothesis testing as follows:

1. Organizational Culture (X1) has a significant positive effect on employee performance (Y).
2. Situational leadership style (X2) has a significant positive effect on employee performance (Y).
3. Organizational Culture (X1) has a significant positive effect on job satisfaction (Z).
4. Situational Leadership Style has a significant positive effect on job satisfaction (Z).
5. Job satisfaction (Y) has a significant positive effect on employee performance (Z).
6. Job satisfaction mediates the influence of organizational culture on employee performance.
7. Job satisfaction mediates the influence of situational leadership style on employee performance.

**Table 5. Mediation test results**

Variable effect	Effect of Causal		Sisa ε	Total
	Direct	Indirect		
X1 on Z	0,343	0,096	-	0,439
X2 on Z	0,253	0,110	-	0,363
Y on Z	0,233	-	-	0,233
X1 → Y → Z	0,624	-	0,376	1,000
X2 → Y → Z	0,692	-	0,308	1,000

Resource: Research Result, 2023

Based on Table 4 and 5, it can be described in the model Figure 1 below:

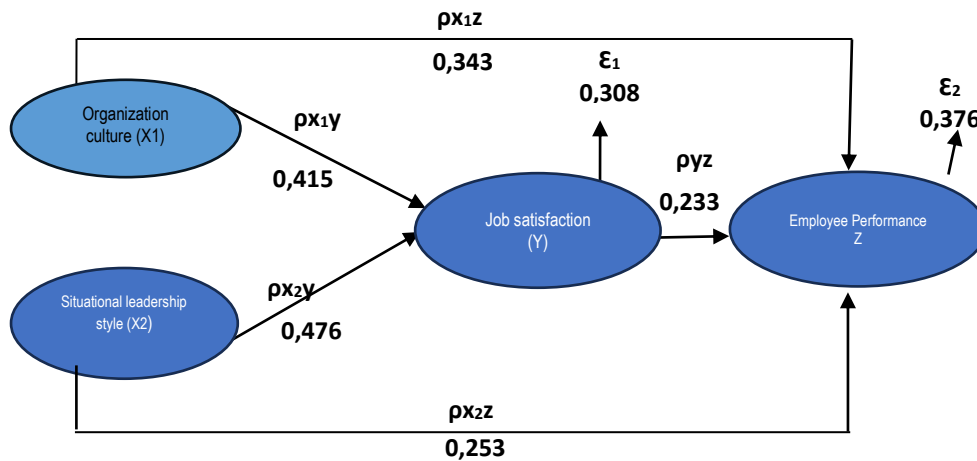


Figure 1. Path Charts

### Research Findings

Job satisfaction is an important factor in this study because it occupies a full mediation position from the influence of organizational culture on employee performance and also a full mediation from the influence of Situational Leadership Style on employee performance.

### Research Implications

The situational leadership style is in accordance with work life at the Jakarta Primary tax office. With a limited number of employees, they still have work enthusiasm despite the phenomenon of performance that has not yet reached the predetermined target.

### Research Contribution

The results of this study can assist leadership in how to manage subordinates effectively as it is said in the Resource Based View theory that the leadership style used by leaders must be able to influence their subordinates so that they are able to perform well at the same time. Practically speaking, the Situational leadership style that has been implemented at the Jakarta Tax Office turns out to be in accordance with the aspirations of employees who are ultimately satisfied at work.

## CONCLUSION

Based on the analysis described in the previous chapters, the results of the research can be concluded as follows:

Organizational culture which is reflected through indicators of values, beliefs and basic principles, management practices and behavior has been proven to be able to shape employee job satisfaction well. The Situational Leadership Style which is reflected through indicators of directing leadership style, guiding leadership style, supportive leadership style, delegating leadership style is proven to be able to shape employee job satisfaction well. Organizational culture which is reflected through indicators of values, beliefs and basic principles, management practices and behavior has proven to be able to improve employee performance. Situational Leadership Style is proven to be able to improve employee performance. Job satisfaction, which is reflected through the indicators of idea exploration, idea generation, idea championing and idea implementation, is proven to be able to improve employee performance. Job satisfaction is proven to be able to mediate the influence of Organizational

Culture on Employee Performance. Job satisfaction is also proven to be able to mediate the influence of Situational Leadership Style on employee performance at the Jakarta Primary Tax Service Office.

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