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by Mohammad Faisal Jamaluddin Malik

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THE EFFECT OF SITUATIONAL LEADERSHIP AND MOTIVATION ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION (Case Study in The Pharmacy Industry)

Mohammad Faisal Jamaluddin Malik , Sukmo Hadi Nugroho, Rahayu Hartini
Esa Unggul University, Jakarta Indonesia

Email : sukmo.hadi@esaunggul.ac.id, hartini@umm.ac.id

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ABSTRACT

This study aims to explore the effect of situational leadership and motivation on employee performance through the mediation of job satisfaction in the pharmaceutical industry. This study is a development of previous research that has been conducted in the banking industry. The contribution of this research is expected to have managerial implications in the pharmaceutical industry when a leader has a situational leadership style who can build communication, provide clear directions, and divide tasks among employees, and when employees have high motivation they can feel satisfied. work to improve performance. The sample of this research is employees who work in several pharmaceutical industries in the Bekasi industrial area, West Java. The sample criteria in this study were employees with more than 1 year of service, working in marketing, PPIC, logistics, and production with positions ranging from staff to supervisor. Respondents were selected proportionally using the purposive sampling method. Data was obtained through a questionnaire distributed online. Data analysis technique using Structural Equation Modeling (SEM) with LISREL. From the research conducted, there are findings that motivation does not have a positive effect on employee performance, however, motivation can have a positive effect on employee performance through a mediator variable, namely, job satisfaction.

Keywords: Situational Leadership, Motivation, Job Satisfaction, Employee Performance.

1. INTRODUCTION

During development time, changes occur in all aspects of life. the world of the pharmaceutical industry is no exception, which has now entered the Era of the Industrial Revolution 4.0 and the free market. The challenges for companies are even more severe because they have to survive in the rigors of competition from one another so every company must be able to determine the right attitude in dealing with it. One way is through leaders who can apply the right leadership style. In addition, the pharmaceutical industry is a field that is quite different from other business fields, including special economic and technical fields because it is directly related to human health and requires leaders with the right leadership model such as situational leadership (Arshadia, 2010).

Situational Leadership Theorist states that not only using one style, but successful leaders must also be able to change their leadership style based on the level of maturity of the followers and the details of the task. Situational leadership is also needed in a pharmaceutical company to be able to improve employee performance so that the company can compete with its competitors. Study of the variable relationship between situational leadership and job satisfaction. Situational leadership has proven to be a very effective leadership style for motivating employees in various sectors (Bhardwaj et al, 2020).

Pharmaceutical companies in preparing themselves to face globalization to continue to obtain maximum profits and reduce losses due to competition need to manage resources effectively and efficiently. One of the aims of managing these resources is to improve employee

performance which also has an impact on increasing company performance. Performance is considered important as an organization's ability to maintain its goals by using resources effectively and efficiently. Performance is also considered as an individual's work achievement after exerting the necessary effort on meaningful work, involved profile, and compassionate co-workers/employers around (Chen et al, 2012).

In every organization, employee performance is considered one of the most important concepts and becomes a significant challenge to improve and improve. The success rate of organizations in achieving their goals is directly related to employee performance, therefore, the perspective of employees and their performance is considered important for the organization (Pasaribu, 2015). One important factor in improving employee performance is the creation of employee job satisfaction (Pradhan & Jena 2017). In the HR management literature study conducted, there were several results of literature research which said that job satisfaction had a positive and significant effect on performance, besides that leadership also had a positive and significant influence on performance. Therefore, the contribution of a leader is also needed, both directly and indirectly in improving performance through employee job satisfaction (Clark, 2014).

Employees who have job satisfaction have better performance compared to employees who do not get job satisfaction. Job satisfaction has a positive and significant effect on employee performance and organizational performance. Job satisfaction has been shown to have a positive and significant effect on employee performance in a banking company, meaning that if employee job satisfaction increases, employee performance will increase. Creating employee job satisfaction is not easy because job satisfaction can only be created if there is continuity between work motivation, leadership, and the company's organizational culture that can be properly accommodated and accepted by all employees. A leader needs to direct motivation by creating a conducive work climate so that employees feel compelled to work harder to achieve high levels of performance (Cokro et al, 2021).

Employees who have a strong motivation to work will do their best at work; consequently, they will produce good work performance. If employees feel motivated, then they will get satisfaction at work, and when they work more enthusiastically, they will eventually improve their performance (Richard L. Daft, 2010). Job satisfaction will be fulfilled if motivation and leadership go well. The influence of leadership and motivation on employee satisfaction and performance has been widely studied before however, there is still little focus on the type of situational leadership practiced in the industrial world, especially the pharmaceutical industry (Demircioglu & Chen, 2019).

This study used a different questionnaire as a comparison with previous studies. In addition, in this study, Situational Leadership has an urgency to be examined because it is considered capable of playing an important role in the industrial world, including the pharmaceutical industry. This type of leadership is still not widely discussed and taken into account, compared to Work Motivation, Compensation, and also Leadership as independent variables. The purpose of this research is to explore the influence of Situational Leadership and Motivation on Employee Performance in the mediation of Job Satisfaction conducted in the pharmaceutical industry. It is hoped that this research can contribute to HR management theory/scientific and also provide positive managerial implications for organizational management, especially in the pharmaceutical industry sector.

2. MATERIALS AND METHODS

2.1. Situational Leadership

Style of leadership is a consistent pattern of behavior that they (managers) use when they work with and through other people as perceived by those people. Situational leadership

theory says that the most effective leadership style changes from situation to situation and is unavoidable (Ghazzawi et al, 2017). A leader must be able to adapt or change his style and approach to various instances, to be most productive and successful. Situational leadership theory suggests that efficient leadership requires a coherent understanding of a situation and an appropriate response. Situational Leadership Theory suggests that leaders analyze and diagnose situations in terms of follower maturity, then adapt their style to the situation (Hajjiali et al, 2020).

2.2. Motivation

Motivation is a personal drive that directs a person to act and behave in certain ways to satisfy himself and to live life, which is directed at a certain point to achieve certain goals. According to the theory of the hierarchy of needs by Abraham Maslow, an individual has various basic needs which are described as a hierarchy where the individual will try to satisfy his basic needs starting from the bottom, namely physiological needs (Ismail & Naser, 2019).

To satisfy these various needs is driven by the power of motivation, which is a process that starts with physiological and psychological needs that drive behavior or drives that lead to goals or incentives. Intrinsic motivation is the self-desire to discover new things, new challenges, assess self-potential, and observe and acquire knowledge, while extrinsic motivation refers to the performance of an activity to get the desired results. Extrinsic motivation comes from influences outside the individual (Judge & Kammeyer-Muller, 2012).

2.3. Job Satisfaction

Job satisfaction is an overall psychological state; Thus, the easiest way to measure job satisfaction is to ask employees directly about their level of integral satisfaction with their work, without having to divide the measurement into several dimensions. Job satisfaction is an evaluative state that expresses satisfaction and positive feelings about one's job. The definition also includes cognition (satisfaction) and affect (positive feelings and implies that overall or global job satisfaction results from an evaluation process in particular, which consists of evaluating aspects or characteristics of one's work (Kelidbari et al, 2016).

Job satisfaction results from employee perceptions of how well a person's work provides everything that is seen as something important through his work. Satisfaction is implicitly assumed to reflect individual expectations about future wages and working conditions (Luo & Liu 2014).

2.4. Employee Performance

Performance is the result of work that is achieved by someone in carrying out their duties on skills, effort, and opportunities. Performance too is interpreted as the ability of the organization to maintain its goals by using resources effectively and efficiently (Makki & Abid, 2017). Whereas employee performance is the output produced by employees in carrying out work. Employee performance is a metric for determining how effective a person's work is. Performance is also influenced by several factors, especially motivation, abilities, skills, social security, compensation, and opportunities for achievement (Mansour & Elziny, 2020).

2.5. Relations Between Variables

a. The Effect of Situational Leadership on Job Satisfaction

Based on Research results show Situational Leadership Model (SLM) directly affects job satisfaction and ultimately improves performance through job satisfaction. Study of the variable relationship between situational leadership and job satisfaction. Situational leadership

¹² has a positive and significant effect on employee job satisfaction (Marinak & Gambrell, 2008). This shows that Situational leadership is applied, to higher employee job satisfaction.

H1: Situational leadership has a positive effect on job satisfaction

b. ⁴⁹ The Effect of Motivation on Job Satisfaction

The successful performance of employees without or lack of attention and recognition will have an impact on decreasing motivation, ¹² the effect on job satisfaction will decrease (Megawati & Aida, 2022). Work motivation has a positive and significant effect on job satisfaction studied in employees who work in a banking company in Indonesia. This means that if work motivation increases, it will increase employee job satisfaction. Career motivation has a positive relationship with job satisfaction and organizational commitment. So, there is a significant positive relationship between intrinsic motivation and job satisfaction (Nugroho et al, 2021). From some of the previous studies, a hypothesis was built for this study, namely:

⁴⁵
H2: Motivation has a positive effect on job satisfaction

c. ³⁵ The Effect of Situational Leadership on Employee Performance

There is a significant relationship between ⁴⁴ situational leadership style and employee performance, where situational leadership style has a positive effect on improving the performance of fast-food restaurant employees. Situational leadership has proven to be a very effective leadership style for motivating employees in various sectors (Nurlina, 2022). Situational leadership with the division of labor, persistence, and guiding teamwork, can indirectly improve performance through job satisfaction as mediators.

H3: Situational leadership has a positive effect on employee performance.

d. ³¹ The Effect of Motivation on Employee Performance

Motivation is built by the attitude of employees in dealing with every situation in the workplace. understanding motivation, both among employees and from the environment will help improve performance (Paris & Pattiruhu, 2020). The composition of the motivation found as a driving factor in improving employee performance and satisfaction is inseparable from the role of the leadership in changing the organizational atmosphere to be more optimal and professional. So from some of these studies, we propose the following hypothesis:

⁴⁴
H4: Motivation positive effect on employee performance

e. ⁵ The Effect of Job Satisfaction on Employee Performance

Job satisfaction will provide benefits for the realization of performance, whereas someone who works with satisfactory work results can provide benefits for the performance produced. Job satisfaction has a positive and significant effect on employee performance and organizational performance (Parveen & Tariq, 2014).

⁵⁴
H5: Job satisfaction has a positive effect on employee performance

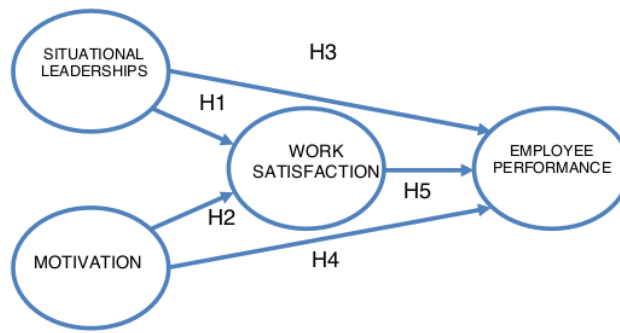


Figure 1. Constellation Research Model

2.6. RESEARCH METHODS

a. Measurement

This research design is included in explanatory research and is carried out using a quantitative approach. This research uses a *survey* method, as the unit of analysis. Data collection in this study was carried out through an *online questionnaire* using a Likert scale and distributed through the Google Form application. In this study, statements are presented with six alternative answers. For the Likert scale the details are: Strongly Disagree (STS) = 1, Disagree (TS) = 2, Simply Disagree (CTS) = 3, Simply Agree (CS) = 4, Agree (S) = 5, Strongly Agree (SS) = 6.

On the measurement of situational leadership (KS) variables, there are 4 questions according to research, motivational variables (MO) based on research as many as 6 questions. Measurement of job satisfaction variables (KK) as many as 11 questions using research adapted from the *Job Satisfaction Scale* (JSS) measurement tool. While the employee performance variable (KP) adopted from research has as many as 6 questions as a basis for measurement (Hair et al, 2010).

b. Population, sample, location, and time of study

Sources of data for this study were obtained from employees who worked at four pharmaceutical companies in the Bekasi industrial area. The sample for this study was selected using a *purposive sampling method* with the criteria of respondents being people who had worked for more than one year, both with the status of contract employees and permanent employees in the departments of marketing, PPIC, logistics, and production in pharmaceutical companies. The research was conducted by distributing questionnaires, conducted from February to June 2022. The survey distribution phase consisted of *pretest survey activities* with 30 respondents. Determining the number of samples is done by calculating at least 5-10 times the number of variables.

c. Data analysis

Data acquisition will then be analyzed using LISREL 8.70 to analyze each hypothesis through *Structural Equation Model* (SEM) modeling, while data processing and analysis will use IBM SPSS³⁶ and Lisrel 8.70 software. During the *pre-test*, the researcher conducted a factor analysis to test the validity and reliability of SPSS³⁴.

The validity test was carried out by looking at the Kaiser-Meyer-Olkin (KMO) and *Measure of Sampling Adequacy* (MSA) values. The results of KMO (0.669 to 0.894) and MSA (0.629 to 0.934) are greater than 0.5, which means that the factor analysis is appropriate. The

reliability test uses Cronbach's Alpha measurement where the results are (0.686 to 0.935) because it is close to 1, the better.

From the results of the *pre-test* using 27 questions with operational definitions of the variables in Appendix 2, the Employee Performance variable of the 6 questions only 4 were declared valid while the questions on the other variables were all valid. Then what was declared valid to be used as a questionnaire in this study were 25 questions.

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3. RESULTS AND DISCUSSION.

3.1. Results

At the beginning of this study, a pre-test was carried out on 30 respondents, then questionnaires were distributed to a larger target respondent, namely 140 respondents. Respondents from this study were employees who had worked for more than one year, both with the status of contract employees and permanent employees in the departments of marketing, PPIC, logistics, and production in pharmaceutical companies, where the sample in the population, namely 77.0%, were employees with an aged 20-29 years, 13.0% aged 30-39 years than 6.0% aged 40 years and over and 4% aged less than 20 years.

Based on the *construct reliability* (CR) test and variable *extracted* (VE) can be said to meet the reliability requirements when the CR value is above 0.60 and the VE value is above (47). This study shows that the *construct reliability value* of the Situational Leadership variable (CR=0.86; VE=0.62), Motivation (CR=0.90; VE=0.62), Job Satisfaction (CR=0.94; VE = 0.63), Employee Performance (CR = 0.83; VE = 0.57) so that these results indicate that all variables have met the reliability requirements.

Based on the suitability test analysis, most of them showed a good fit including X2/df = 5536.16 (*close fit*); degree of freedom = 245 (*close fit*); Chi-Square = 403.97 (*close fit*); RMSEA = 0.061 (*close fit*); ECVI = 4.68 (*good fit*); AIC = 650.00 (*good fit*); CAIC = 1931.03 (*good fit*); NFI = 0.93 (*good fit*); Critical N = 104.02 and GFI = 0.82 (*marginal fit*).

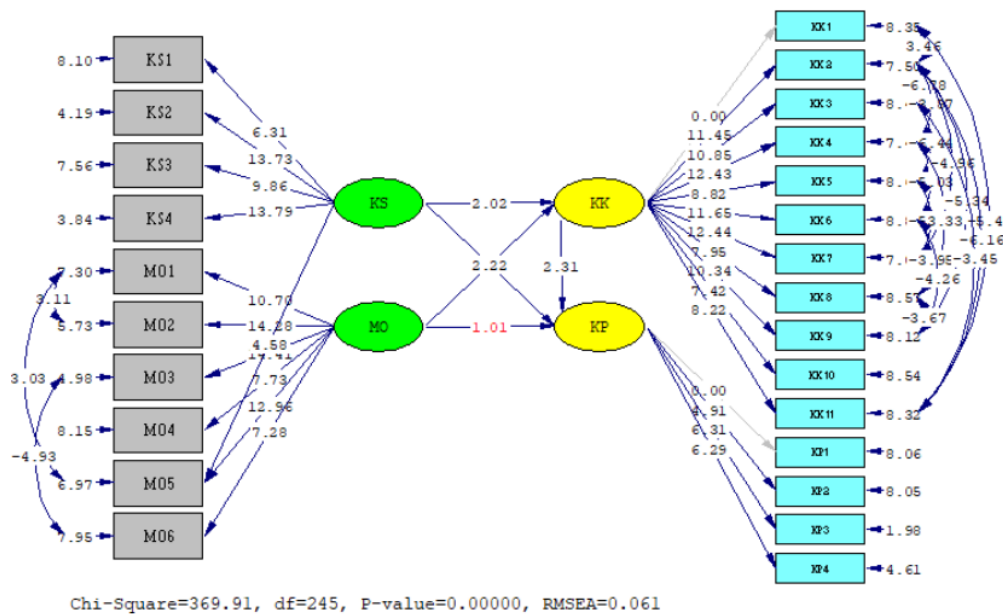


Figure 2. SEM Modeling Results (Structural Equation Model)

48 From the test results obtained earlier that there is a goodness of fit in the overall model, it can be concluded that already at the *Good Fit level*, it can be continued with hypothesis testing. Hypothesis testing was carried out to find out whether it was appropriate or not by looking at the *T-values*. The results of the hypothesis test with the LISREL *T-values* obtained are as follows:

Table 1. Model Hypothesis Test

Hypothesis	Hypothesis Statement	Score T-Value	Information
H1	Situational Leadership has a positive effect on Job Satisfaction 21	2.02	Data support the Hypothesis
H2	Motivation has a positive effect on job satisfaction 25	4.45	Data support the Hypothesis
H3	Situational Leadership has a positive effect on Employee Performance 25	2,22	Data support the Hypothesis
H4	Motivation has a positive effect on Employee Performance 25	1.01	Data does not support the Hypothesis
H5	Job Satisfaction has a positive effect on Employee Performance	2,31	Data support the Hypothesis

Source: Processed data from Lisrel 2022

Based on the hypothesis test table above, it is known that there is 1 hypothesis that has a *T-Value* below 1.96, namely **H4** where the data does not support the research hypothesis. Meanwhile, other values support all research hypotheses that are built.

3.2 34 Discussion

This study aims to explore the influence of situational leadership and motivation 30 on employee performance and integrate it into an appropriate and comprehensive model. The results of the first study are that the type of situational leadership has a positive effect on employee job satisfaction. When a leader can provide clear, structured instructions to his employees, employees will be able to feel that the communication that exists within the company is running well and smoothly. Likewise, when the leader can distribute tasks to employees in carrying out their responsibilities so that they are effective, it will make employees feel happy because they feel that their boss is competent enough as a leader and employees 16 will feel satisfied to be able to work with colleagues in pharmaceutical companies. This is consistent with the findings of previous studies which show that situational leadership has a positive and significant effect on the job satisfaction of employees working in various places, one of which is a banking company 52.

The second study shows that motivation has a positive effect on employee job satisfaction. Employees who have the belief that the company pays attention to the career paths of their employees, when the company applies fair rules in providing rewards and punishments, including appropriate bonuses for each job appraisal will make employees feel motivated to continue working actively and optimally and feel satisfied with the opportunity for advancement. existing salary.

The third study shows that leaders with a situational leadership style have a positive effect on employee performance. Leaders who can build good communication with subordinates to determine decisions about the best way to complete tasks will make employees able to unleash their performance potential. In addition, a leader who can provide assignments and directions to subordinates to carry out their responsibilities to be effective will help employees to learn in terms of time management so that they can complete a large number of jobs, in other words, the performance output that employees produce also increases.

The fourth study shows that motivation has no positive effect on employee performance. Previous research stated that the composition of motivation was found to be a driving factor in improving employee performance and satisfaction where this is inseparable from the role of the leadership in changing the organizational atmosphere to be more optimal and professional.

When companies hold periodic training for internal organizations, it doesn't always make employees in the pharmaceutical industry have qualified skills in achieving their work targets. Employees who feel that the company's care for their family's needs can be fulfilled and feel that they are receiving proper treatment in the company environment, which does not necessarily mean that the employee can unleash better performance potential among other co-workers. So hypothesis 4 that motivation has a positive and significant effect on employee performance is not proven when it is carried out in pharmaceutical companies.

The fifth study shows that job satisfaction has a positive effect on employee performance. Employees who feel there is a balance between the quality of work and the quality of social life they have, a company that listens and pays attention to all employee suggestions and complaints, a supportive environment, and co-workers will make employees able to unleash better performance potential among other co-workers.

From the research conducted, there are findings that motivation does not have a positive effect on employee performance, however, motivation can have a positive effect on employee performance through a mediator variable, namely, job satisfaction. This can be caused when employees in the pharmaceutical industry feel that the care given by the company for the needs of their families can be fulfilled and feel that they are receiving proper treatment in the company environment, then they will feel their needs have been fulfilled at a certain level. Under Abraham Maslow's hierarchy of needs theory, where each individual has various basic needs which are described as a hierarchy and the individual will try to satisfy all of his needs starting from the most basic, namely physiological needs.

In addition, the pharmaceutical industry requires leaders with a situational leadership model because this field is quite different from other business fields. The pharmaceutical industry belongs to a special economic and technical field because it is directly related to human health. Among them are *caregivers, decision-makers, communicators, managers, lifelong learners, teachers, leaders, researchers, entrepreneurs, and agents of positive change*. Some of these roles are related to situational leadership models, such as *decision-makers, communicators, leaders, and managers*. *Decision-makers*, pharmacists must be able to make good decisions quickly and accurately not only in clinical services but also in the pharmaceutical industry which is one of the places where pharmacists practice. *Communicators* and pharmacists must be able to build good communication with anyone, including colleagues in the work environment so that they can convey information in a short, clear, and concise manner as needed in the work environment. *Managers* and pharmacists must be able to make work plans that are flexible and adaptable in different situations. and have good management skills regarding work. *Leaders* and pharmacists can lead by having clear directions and goals to be able to make decisions and deal with risks well.

4. CONCLUSION

Based on the discussion above, the obtained conclusion is as follows:

43 Motivation is not directly related to employee performance. The motivational variable will be related to employee performance through the mediation of job satisfaction. Situational leadership must be improved to increase employee job satisfaction.

b. There are limitations in this study as well as showing some directions for future improvements in future research, namely, first, this research is only limited to the pharmaceutical industry in the Bekasi industrial area and its surroundings, therefore in the future it can be tested on pharmaceutical industry companies spread across throughout Indonesia.

c. Communication can be formed by carrying out *briefings* before starting work or *routine briefings* for team members, one of which is to prevent miscommunication between colleagues.

Future Work

Based on the above conclusion, then could be given suggestions for future work as follows:

a. There are limitations to the research respondents who are still focused on employees at the lower level. In future research, it can be changed so that it focuses on the managerial level and the middle and upper-level leaders so that it can be seen from different perspectives and can be compared.

b. the motivation of employees needs to be increased to increase employee job satisfaction so that it will improve employee performance. Management must have a policy to increase employee motivation, by accommodating the needs of employees to be able to unleash high-performance potential, pay attention to the career paths of employees and apply fair rules regarding the provision of *rewards* to punishment, to proper treatment within the company environment.

c. To be able to create a conducive work environment by providing employees with the latest policies and procedures that are fair, adequate work equipment, a good work security system, and implementation of work obligations in stages and measurable.

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Disclosure of Conflict of Interest

The authors declare no conflict of interest.

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