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*Full Length Research Paper*

# **The Influence of Situational Leadership on Job Satisfaction and Job Performance (A Study on Trans Jakarta Bus way as Transportation Service in DKI Jakarta)**

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**This study analyzed the factor of situational leadership on job satisfaction and job performance. The case study was done at Trans Jakarta's Public Service Agency, with 444 employees. 100 samples were taken by random sampling. The data collected from survey method of 94 respondents. The data was analyzed by Structural Equation Model (SEM) with Amos 16 computer program. The results showed that situational leadership and job satisfaction determined by direct indicators can improve job performance directly. It also can indirectly improve the job performance with job satisfaction as the mediator variable. A good situational leadership is a situational leadership which is able to improve job satisfaction and finally improve the performance. The result also strengthens the previous research. The head of Trans Jakarta's Public Service Agency has tried to make the employees prosperous by giving both material and immaterial reward and also on time payment including other allowances. And it is proven by job satisfaction and they will carry out good performance as well.**

**Keywords:** Job Satisfaction, Job Performance, Trans Jakarta Bus Way

## **INTRODUCTION**

Transportation service is an essential part of human's daily activities. Transportation plays an important role in various social, economy, and politics aspects. Therefore,

inefficiency in transportation would cause a lot of lost. In Jakarta, Indonesia, for example, traffic jam had created economic loss of about lack of good transport in Jakarta (Fitra, 2008). The factors that influence the emergence of land transportation problems in most big cities of Indonesia are very complex. These include the rapid population increase, the rapid increase of vehicles which unbalance with public road development, the lack of

people awareness, and the weak of bureaucracy system.

In order to solve land transportation, Jakarta government develop a transportation system called as "bus way" which operated by Trans Jakarta Public Service Agency. This transportation system has become the residents' favorite means of land transportation because of its multi-dimensional ability. However, since the operation of this transportation system, a lot of unexpected accidents, both due to self accident such as bus fires and crash with other vehicles, happened. In 2009, for examples, it was recorded that 231 accidents happened causing 49 people injured and 12 victims dead (Pemda DKI, 2010). Although in 2010 the number of accident tended to decrease to only 81 accidents which causing 8 persons died and 31 injured (Pemda DKI, 2010), this is still a serious problem.

There are many possibilities created those unexpected problems, either internal or external factors. One of the internal factors which could be responsible for those problems is the performance of the employees (Fitra, 2008). The study of situational leadership style associated with employee performance including Larry C. Spears, 2010; Oluseyi, 2009; Vidula Bal, 2009;; Vinai, 2005; Hellriegel, D. and J.W. Slocum, 2004; John W. Fleenor, 2002; Charlton, 2000 John D. Mayer, 2002; Bass, BM, 1997, and yet the results of these studies a variety of constructs and variables are the same though. The study said that the situational leadership style has a positive effect on job satisfaction among employees (Chen-Tsang, 2011; Jai Prakash, 2010; John, 2009;. Benjamin Palmer, 2001). But Jai Prakash, (2010) and Liana M Watson (2009) said that the situational leadership style had no effect on employee job satisfaction.

The study said that the situational leadership style has a positive influence on employee performance (Larry C. Spears, 2010; Oluseyi, 2009; Vidula Bal, 2009; Alicia Kritsonis, 2004; Bernie Dana, 2007; Robert G, 2007; Scully, J. Kirkpatrick , 1995; Vinai, 2005; Hellriegel, D. and JW Slocum, 2004; in a competitive business environment situational leadership style is very important because in order to survive in the face of a dynamic environment (Maritz, 1995; Bass, 1997). findings emphasize the relevance between employee performance linked situational leadership style in the United States by developing a model in which the behavior of charismatic leaders can encourage inspiration, admiration that subordinates perform well performance..

Conceptually, Busway (special line bus) can be an alternative to public transport improvements in Jakarta, such as in Bogota, Latin America. The condition of public transport in Bogota before there was nothing in common with the condition Busway inconvenience of public transportation in Jakarta. Since then Busway introduced

to the public as an alternative to public transport improvements in Jakarta. The concept and development stages busway in Bogota is very clear, that is the style of leadership in integrated spatial construction of the busway feeder (feeder service transport), non-motorized transportation routes (Non-motorize transportation / NMT), and pedestrian paths. Therefore, this research described here was aimed to study the influence of leadership types, especially situational leadership on the satisfaction and performance of the employees. It is believed that, if the employees have a high satisfaction they will happy to do their job, and hence yield a good performance.

## LITERATURE REVIEW

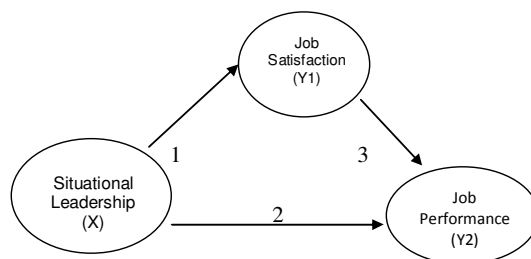
### **Leadership Style, Job Satisfaction and Job Performance**

Leadership style is an attitude that leads the implementing of activities to achieve the goals (Jui-Chen, 2004). Situational leadership describes the assumption of situational leadership style related to process of persuading individual or a group of people (Jui-Chen 2004). Theory of situational leadership characteristic explains that there is physical characteristic and a certain personality traits that differs a leader from not a leader, situational leadership style expressed no effect on the ability, the willingness of employees, job satisfaction, job performance, job stress and intention to move tasks and performance of employees with work and have higher performance.

Job satisfaction is an emotional attitude of loving the job. This attitude is described by morality, disciplined, and achievement. Locke (1995) defined job satisfaction as "a pleasurable and positive emotion comes from the judgment of general attitude towards one's job or job experience". Any person has a good job satisfaction, logically, will have a good job performance. According to Besnadin and Russell (1993) performance is the record of outcomes produced on a specified job function or activity during a specified time period". Performance is job quantitative and qualitative job achievement.

### **Relationship between Leadership Style and Job Satisfaction and Job Performance**

The relationship of leadership style and job satisfaction and job performance has for a long time being attention of management study. Sharma (2000) studied the relationship between leadership style and public and private organization's performance. He found that leadership style which use effective communication will



**Figure 1.** The relationship of Situational Leadership with job satisfaction and job performance

**Table 2.** Respondents' Characteristic

Characteristics	Categories	Percentage
Gender	a. Men	67
	b. Women	33
Age	a. 20 - 25 years old	21
	b. 25 - 30 years old	27
	c. 30 - 45 years old	39
	d. 45 - 50 years old	13
Education	a. Senior/Vocational High School	31
	b. Diploma	47
	c. Bachelor 's Degree	22
Work experience	a. 0 - 3,9 years	24
	b. 4 - 7,9 years	31
	c. 8 - 11,9 years	39
	d. 12 - 14,9 years or more	16

improve the effectiveness of organization. Vinai (2005) analyzed the relationship between leadership style and Emotional Quotient (EQ) in organization performance. He put the head of organization as the organization leader, and as motivator either for the leader itself or for the employees. The dimension of EQ was: self awareness, self management, self motivation, social skill, and empathy. The result of the research showed that each EQ dimensional had impact on the leadership effectiveness.

Flenor (2002) evaluated the relationship between situational leadership style and job satisfaction and organization's commitment, transformational and transactional. He found that Situational leadership styles measured by the Leadership Model (SLM) is delegating, participating, selling and telling associated with job satisfaction, job performance, job stress, the desire to move tasks and employee performance, Jui-Chen (2004) developed a model of the relationship between situational leadership and job performance. Situational leadership was measured by delegating, participating, selling and telling, and job performance was measured with skill, job willingness, job achievement, job stress, eager of being mutated. He showed that situational leadership was related to job satisfaction, job achievement, and being

eager to be mutated, but there is no relationship between situational leadership with skill, job willingness, and job stress. Oluseyi (2009) analyzed the relationship between situational leadership, motivation, and time management with job performance in some Industries Company at Ibadan, Nigeria. With total numbers of 300 respondents which selected by stratified random sampling, he found that three independent variables (leadership styles, motivation and time management) significantly influenced job performance.

Senthamilt (2011) studied the relationship of various types of situational leadership with job performance, in TVS Pvt. Ltd, In Bogota. The results showed that Transformational Leadership style is able to predict extra-effort, effectiveness and job satisfaction. The Transactional Leadership style has no ability to predict extra-effort, effectiveness, or job satisfaction.

## METHODOLOGY

### Conceptual Framework

The frame work behind this study was build based the

**Table 2.** Research Variables Factors Loadings

No	Variable Items	Situational Leadership Style Loading Factors	Job Satisfaction Factors Loadings	Job Performance Factor Loading
1	Instruction	0,802		
2	Task	0,840		
3	Task implementation control	0,726		
4	Job motivator	0,770		
5	Job Prosperity	0,811		
6	Guidance teamwork	0,811		
7	Honesty	0,775		
8	Goodwill of employees	0,782		
9	Goodwill of company	0,745		
10	Professionalism	0,793		
11	Diligence	0,816		
	Average of the average	0,770		
12	Delegation		0,640	
13	Decision making involvement		0,625	
14	Freedom of thinking		0,597	
15	Job result recognition		0,637	
16	Job implementation		0,737	
17	Colleagues response on job results		0,620	
18	Society expectation			0,544
19	Service quality improvement			0,572
20	Hard worker			0,655
21	Hard working spirit			0,659
22	Working as rules			0,643
23	Working speed and appropriation			0,528

previous experiences (see Literature Review), which can be summarized as follows: It has been shown that situational leadership influence job satisfaction (Jui Chen’s research, 2004; Jai Prakash, 2010), and since situational leadership influenced job performance (Spears, 2010), it is logic to think that job satisfaction has a relationship with job performance. Schematically, this conceptual frame work is presented in Figure 1.

The situational leadership variable was operated with the technique of Ju Chen (2004), job satisfaction with that of Changiz (2011), and job performance with that of Senthamil (2011)

The response of the respondent was measured by Liker Scale with 5 categories, i.e. : Highly agree (5); agree (4); hesitate (3), disagree (2) and highly disagree (1)

**Data collection**

The study was carried out at Trans Jakarta Public Service Agency in Jakarta, Indonesia. This selection location was based on the consideration that Jakarta is the government and business center, and it is a densely populated province which has high activities that cause densely transportation mobilization.

The research population is the whole staff of Trans Jakarta Public Service Agency, including the directors, supervisors, and operators with total employees of 460 people. The samples random sampling method. The sample number was determined based on the Slovin (Slovin, 2009)’ formula with probability level  $\alpha = 0.5$ . Based on this formula it was found 100 sample numbers. Data collection was done by help of closed questionnaire.

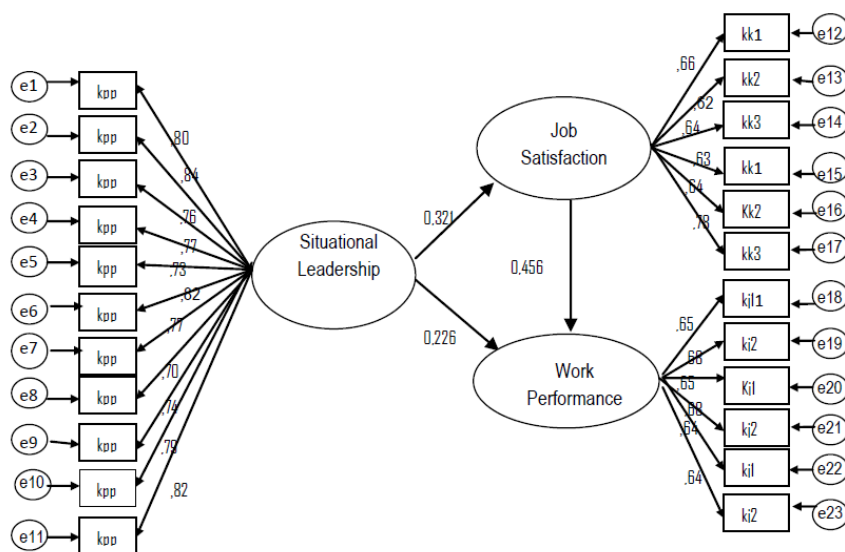
Validity test of the research instrument was done by product moment correlation. The instrument reliability test was done by observing the Cronbach and alpha coefficient; if  $\alpha > 0,6$  the research instrument was considered as valid and reliable.

Inferential statistic method was used to analysis the data with Structural Equation Modeling (SEM) with help of AMOS 16 statistic software package.

**RESULTS AND DISCUSSION**

**Respondents characteristics**

The biggest number of the employees is male, 67 people, while female employees are 33 people. The data shows



**Figure 2.** Measurement Factor and Model Test Result of the Relation between Situational Leadership, Job Satisfaction, and Job Performance

**Table 3.** Evaluation of goodness of fit indices on model research

Goodness of fit Indexes	Cut-off Value	Model Result	Remarks
Chi Square ( $\chi^2$ )	Low-expected	929,490	Low-expected
Sign.Probability	$\geq 0,05$	0,003	Good enough
CMIN/DF	$\leq 2,00$	1,143	Good
GFI	$\geq 0,90$	0,879	Good enough
AGFI	$\geq 0,90$	0,865	Good enough
TLI	$\geq 0,90$	0,980	Good
CFI	$\geq 0,90$	0,982	Good
RMSEA	$\leq 0,08$	0,022	Good

that more Trans Jakarta operational work's nature requires men than women. The work of Trans Jakarta's employees requires good physical and health. The job age composition is ideal. The 50-year old employees are 13 people whose activities are more directed for work planning.

The result in Table 2 shows that 69% of the employees have educational background at University level (diploma and Bachelor). This condition is good. It can be expected that the higher is the education the easier would be the capability of the staff to interpret and to understand the manual or instruction. Furthermore the data in Table 2 shows that more than 50% of the employees have work experience of more than 8 years.

### Descriptive Analysis and Inferential Statistic

Situational leadership style variable in this study was measured through 11 indicators. Before the descriptive

analysis of respondents' perceptions of indicators of situational leadership style variable, and Confirmatory factor analysis to determine the contribution of each indicator to the construct of situational leadership style, it is first tested the suitability of the model (Goodness-of-Fit). Computational results suitability Situational Leadership Styles model of variables can be seen in the following table:

Table 6 states that the average score of respondents' perception for the whole indicators of situational leadership variable is more than 3 but less than 4. It indicates that respondents are satisfied with situational leadership. The result on table 5.6 describes the item whose contributes the most on situational leadership, which is job assignment to employees as 0,840. It happens since it is always emphasized on job division to ease the work.

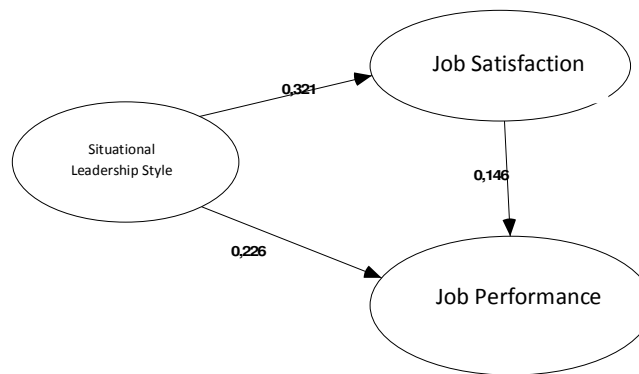
Substantially, the item which gives the most contribution is authority delegation as 3.95. It indicates that employees want the situational leadership can lead

**Table 4.** Hypothesis Test Result

Independent Variable	Dependent Variable	Coefficient Path		
		Direct Influence	Indirect Influence	Total
Situational Leadership	Job Satisfaction	0,321	0,000	0,321
Situational Leadership	Job Performance	0,226	0,146	0,372
Job Satisfaction	Job Performance	0,456	0,000	0,456

**Table 8.** Result of Hypothesis Test

Independent Variable	Dependent Variable	Coefficient Lane	Prob.	Remarks
Situational Leadership	Job satisfaction	0,321	0,000	Significant
Situational Leadership	Job Performance	0,226	0,012	Significant
Job Satisfaction	Job Performance	0,456	0,000	Significant



**Figure 3** The result of final model research

to transformational which means participating in job management together with the directors.

Substantially, the highest rank item is high motivation which has 3.93 average score, it means hardworking employees. It indicates that employees have great responsibility on their job.

Table 6 shows that the whole indicators are categorized into good estimator for job performance variable. It is proved by the score of standard loading factor that is more than 0.50 and significant level is less than 0.05. Those indicators of job performance variable can be used in the analysis of model relation between constructions.

**Structural Equality Model Test**

Structural equality model test is aimed to know fit model entirely and the influence of construction in the model. A good model is when the model development is

theoretically supported by empiric data. The result of SEM analysis about the whole relation intra-construction can be seen on the following figure:

The result of construction model research on figure 2 was evaluated based on goodness of fit indices, as seen on the following table 7

Direct and indirect influence of computation including the total can be seen on the following table:

Situational leadership straight positively influences the job satisfaction as 0.321 and the job performance as 0.226. Situational leadership indirectly has positive influence into job performance as 0.146. Job satisfaction directly influences job performance as 0.456.

**DISCUSSION OF THE RESEARCH RESULT**

The test on this research uses a test with significant level of 5%.

## **DISCUSSION**

The study on situational leadership is measured by 11 indicators (Jui Chen, 2009). From those 11 indicators of situational leadership, job division by directors is empirically proved to be the highest indicator than the other. The result of the research that situational leadership through job satisfaction can directly and indirectly gives significant and positive influence to job performance in supporting the result of descriptive analysis.

The result shows that job satisfaction has positive influence to job performance. The job satisfaction improvement is measured by 6 indicators. Substantially, it can be explained that the employees will be glad if they get authority delegation. This result of the research matches the previous research such as Dwaikat's (2010) that job satisfaction has an impact to job performance.

Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Benardin and Russell in Ruky, 2001). Performance means outcomes, employees, process or organization. A high job motivation shows that job performance will quite influence Trans Jakarta improvement in giving service to the residents, though it is not maximal yet.

The result of the first model analysis, situational leadership shows a significant and positive coefficient value to job satisfaction. There is a one way relation between situational leadership towards job satisfaction. The average score of the whole situational leadership items is 3.78 and the average score of the whole indicators of job satisfaction is 3

The analysis result of situational leadership influence to job performance shows positive coefficient value. There is one way relation between situational leadership towards job performance and it has positive impact.

The influence of job satisfaction to job performance shows significant and positive coefficient value. There is also a one way relation and significant impact between job satisfaction and performance.

Based on the result, the indirectly influence of situational leadership to job performance through job satisfaction shows a positive and significant value. This result means a good situational leadership will have impact on the performance through job satisfaction.

## **RESEARCH RESULTS**

The research discovery show that situational leadership which refers to Jui Chen's theory (2004) is Situational Leadership Model (SLM) that directly influences job satisfaction and finally increases job performance by their job satisfaction.

It can be concluded that situational leadership with its job division, persistent, and guidance teamwork, can indirectly improve job performance through job satisfaction. With the job satisfaction, the performance will be better in the future.

The result of the research can contribute a tight implementation of Situational Leadership Model (SLM) theory between employers and employees. Basically, the situational leadership concept emphasizes on the employers attitude to their employees, which is related to the job level of maturity, stability, and readiness. Situational leadership can encourage job satisfaction so it will improve their performance.

According to the result, this research gives practical implication that job performance improvement requires a positive correlation of situational leadership with job job satisfaction. Situational leadership is the most suitable style of leadership, primarily on job job division, so the employees can work hard supported by directors' guidance in teamwork.

With different formal educational background, employees have different perception on job division. The inadequacy of this research is the result cannot be applied on the similar transportation in different area.

## **CONCLUSION AND SUGGESTION**

Empirical proof shows that situational leadership is able to improve job satisfaction and performance. The better the situation is, the higher the job satisfaction will be; and it can improve the job performance. Employees 'job division, persistent, and guidance teamwork from the directors are strong indicators to influence situational leadership. It is proved empirically that a high job satisfaction will be able to create a good performance. The high job satisfaction is supported by colleagues' positive responses towards jobs, suggestions, and authority delegation. The research on job performance is getting higher due to high motivation on working, also hardworking and disciplined employees. High performance is caused by the increasing job satisfaction, and the high job satisfaction is caused by situational leadership.

The implementation of situational leadership is good, but it needs to be improved for several things, especially on guidance teamwork. In order to improve the service quality among means of transportation competition, being able to keep and improve the performance are required. Job satisfaction is good as well, but some indicators need to be maintained continuously, especially colleagues' positive responses. By the positive responses, employees will feel satisfied of being well-appreciated.

The improvement of job performance which is supported by job satisfaction and situational leadership

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should be maintained continuously so that the residents' hope of having good, cheap, and comfortable means of transportation is fulfilled.

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