

The Influence of Situational Leadership and Organizational Culture on Employee Performance at PT Indoasia Raya Bersama Mojokerto

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan situasional dan budaya organisasi terhadap kinerja karyawan di PT Indoasia Raya Bersama Mojokerto. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei yang melibatkan 34 karyawan sebagai sampel lengkap (sampling jenuh). Data dikumpulkan menggunakan kuesioner skala Likert dan dianalisis melalui regresi linier berganda menggunakan SPSS 27. Hasil penelitian menunjukkan bahwa kepemimpinan situasional memiliki pengaruh signifikan terhadap kinerja karyawan, sedangkan budaya organisasi menunjukkan pengaruh positif tetapi tidak signifikan. Namun, kedua variabel tersebut secara simultan memiliki pengaruh signifikan terhadap kinerja karyawan, dengan koefisien determinasi (R^2) sebesar 0,357, yang menunjukkan bahwa kepemimpinan situasional dan budaya organisasi menjelaskan 35,7% varians dalam kinerja karyawan. Hasil ini menyoroti bahwa kepemimpinan adaptif memainkan peran dominan dalam lingkungan kerja berbasis produksi, sedangkan budaya organisasi perlu diperkuat untuk mengoptimalkan kontribusinya terhadap hasil kinerja. Penelitian ini memberikan implikasi praktis untuk meningkatkan kompetensi kepemimpinan operasional dan meningkatkan internalisasi budaya untuk mendukung peningkatan kinerja karyawan yang berkelanjutan.

Kata kunci: *kepemimpinan situasional, budaya organisasi, kinerja karyawan, manajemen sumber daya manusia*

ABSTRACT

This study aims to analyze the influence of situational leadership and organizational culture on employee performance at PT Indoasia Raya Bersama Mojokerto. The research employed a quantitative approach with a survey design involving 34 employees as a complete sample (saturated sampling). Data was collected using a Likert-scale questionnaire and analyzed through multiple linear regression using SPSS 27. The findings indicate that situational leadership has a significant effect on employee performance, while organizational culture shows a positive but nonsignificant effect. However, both variables simultaneously have a significant influence on employee performance, with a coefficient of determination (R^2) of 0.357, indicating that situational leadership and organizational culture explain 35.7% of the variance in employee performance. These results highlight that adaptive leadership plays a dominant role in production-based work environments, whereas organizational culture needs to be strengthened to optimize its contribution to performance outcomes. This study provides practical implications for improving operational leadership competencies and enhancing cultural internalization to support sustainable employee performance improvement.

Keywords: *situational leadership, organizational culture, employee performance, human resource management.*

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INTRODUCTION

Employee performance is a fundamental component in achieving organizational goals, serving as a primary indicator of an organization's effectiveness in managing human resources, work processes, and operational strategies. In an increasingly dynamic and volatile business environment—characterized by technological disruption, market uncertainty, and efficiency pressures—companies are required to have employees who are not only productive, but also adaptive, resilient, and capable of innovation to maintain business sustainability. High performance not only reflects the achievement of individual targets but also illustrates the organization's capability to sustain long-term competitive advantage. Hasibuan (2018) defines performance as the result achieved by an individual based on competence, experience, and effort, while modern performance management theory views performance as a combination of work behavior, competencies, and measurable outputs (Aguinis, 2019). Performance is also influenced by various factors stemming from individual characteristics, psychological conditions, social factors, and structural aspects of the organization (Chairunnisah et al., 2021). In contemporary organizational behavior, leadership and organizational culture are recognized as two strategic determinants that strongly shape employee motivation, commitment, and work behavior (Robbins & Judge, 2022).

At PT Indoasia Raya Bersama Mojokerto—a company engaged in the export-import of duck feathers and the production of high-quality down feather—initial observations revealed several performance-related challenges, including delays in task completion, unstable output quality, and low attendance discipline. These phenomena indicate the presence of organizational aspects that are not yet functioning optimally, particularly in operational leadership and work culture. Supervisors and operational leaders have not demonstrated consistent decisiveness, vertical communication remains one-directional and less effective, and organizational values have not been fully internalized into employees' daily behavior. This condition aligns with organizational behavior theory, which states that misalignment between leadership style, organizational expectations, and employee perceptions often leads to performance gaps (Colquitt et al., 2021).

Situational leadership as proposed by Hersey and Blanchard becomes relevant in this context, as it emphasizes the importance of leaders adjusting their leadership behavior based on followers' readiness—both in terms of ability and willingness. Adaptive leaders are able to select appropriate leadership styles—ranging from telling, selling, participating, to delegating—according to task dynamics and individual characteristics. This approach is increasingly relevant in modern work environments that demand flexibility and quick decision-making. Recent studies also show that situational leadership significantly affects motivation, role clarity, and performance (Darmawan & Roselini, 2022; Hamzah et al., 2023; Northouse, 2021). These findings support the assumption that misalignment between leadership style and employee needs at PT Indoasia Raya Bersama is one of the factors contributing to declining performance.

On the other hand, organizational culture is a key element that shapes identity, values, and patterns of behavior within a company. A strong culture can foster a sense of belonging, align members' behaviors, and increase commitment to organizational goals (Mangkunegara, 2011). Modern perspectives, such as the Competing Values Framework (Quinn & Cameron, 2019), explain that an effective culture enables organizations to balance flexibility and control to enhance productivity. A positive culture promotes

collaboration, effective communication, discipline, and results orientation—all of which are essential in manufacturing industries such as PT Indoasia Raya Bersama. Previous studies show that organizational culture influences performance through increased commitment, motivation, and positive work behavior (Muis et al., 2018; Herawati et al., 2020; Sari & Nurani, 2024). However, other studies reveal that in certain contexts, organizational culture does not significantly affect performance, particularly when cultural values are not fully internalized or consistently perceived by employees. These inconsistencies highlight a research gap that warrants further investigation.

Based on the organizational realities and literature review, this study aims to examine and analyze the influence of situational leadership and organizational culture on employee performance at PT Indoasia Raya Bersama Mojokerto. This research not only contributes to filling gaps in previous studies but also provides empirical insights into the importance of leadership flexibility and cultural reinforcement in improving employee performance within export-oriented manufacturing industries.

THEORETICAL FRAMEWORK

The literature review provides the theoretical foundation that strengthens the analysis of this study. This section outlines the key concepts, including employee performance, situational leadership, and organizational culture, as well as previous empirical findings that serve as the basis for constructing the research framework and hypotheses.

2.1 Employee Performance

Employee performance refers to the work outcomes achieved by an individual in terms of both quality and quantity, in accordance with assigned duties and responsibilities (Mangkunegara, 2017). In the modern performance management perspective, performance is not only viewed as the final output but also encompasses work behavior, competencies, and contributions to organizational goals (Aguinis, 2019). Sinaga et al. (2021) elaborate that performance includes indicators such as work quantity, output quality, punctuality, attendance level, and the ability to collaborate.

Contemporary performance management theory further incorporates dimensions of contextual performance and adaptive performance—namely, employees' ability to adjust to changes, work proactively, and provide extra-role contributions to the organization (Griffin, Neal, & Parker, 2020). Thus, performance reflects not merely what employees accomplish, but also how they work, adapt, and display relevant competencies in a dynamic work environment. A comprehensive understanding of performance is therefore essential for organizations to conduct objective evaluations while developing sustainable strategies for improving employee productivity.

2.2 Situational Leadership

The situational leadership theory developed by Hersey and Blanchard emphasizes that leadership effectiveness depends on a leader's ability to adjust their leadership style to the readiness level of followers, which comprises their ability and willingness to perform tasks. This theory categorizes four leadership styles—telling, selling, participating, and delegating—distinguished by the leader's level of direction and support. It asserts that no single leadership style is universally effective; rather, leaders must remain flexible and responsive to the needs, capacities, and psychological dynamics of subordinates. Such flexibility is increasingly vital in modern organizations

characterized by work complexity, workforce diversity, and heightened demands for adaptation.

Advancements in contemporary leadership theories reinforce the relevance of situational leadership. Adaptive leadership (Heifetz, 2009), for instance, underscores the leader's ability to guide individuals in addressing complex problems through learning, experimentation, and innovation. Similarly, the modern leader-member exchange (LMX) perspective highlights that high-quality leader-follower relationships facilitate more accurate adjustment of leadership behaviors, thereby improving motivation and performance. Empirical studies continue to verify that situational leadership significantly influences performance because leaders can align instructions, support, and delegation with the demands of the task and the readiness of employees (Mustika, 2019; Hamzah et al., 2023). Therefore, situational leadership is not only theoretically relevant but also a highly practical and effective approach for enhancing productivity and performance across various organizational contexts.

2.3 Organizational Culture

Organizational culture refers to a set of shared values, norms, beliefs, and behavioral patterns that guide organizational members in acting and making decisions (Armstrong, 2009). Culture functions as the social glue that binds individuals together, creating shared perceptions about how work should be performed. Mangkunegara (2011) identifies several indicators of organizational culture, including attention to detail, outcome orientation, team orientation, people orientation, aggressiveness, and stability. These indicators reflect how organizational values are translated into daily behavior and influence how employees work, interact, and produce quality outputs. A strong culture reinforces organizational identity and creates behavioral consistency that supports work productivity.

Modern theoretical developments increasingly recognize organizational culture as a strategic factor that determines organizational effectiveness. Cameron and Quinn (2019), through the Competing Values Framework, explain that culture not only guides behavior but also affects innovation, adaptability, stability, and organizational competitiveness. This framework classifies culture into four orientations—clan, adhocracy, market, and hierarchy—each with distinct implications for performance. Recent studies also show that organizational culture shapes employee engagement, intrinsic motivation, and organizational commitment, all of which have a direct relationship with employee performance (Sari & Nurani, 2024; Herawati et al., 2020). In today's dynamic and competitive environment, organizational culture is therefore not merely symbolic but functions as a strategic resource that determines an organization's success in achieving its goals.

2.4 Previous Studies

A number of previous studies provide evidence that situational leadership and organizational culture are strongly associated with employee performance. Salman (2021) found that both variables significantly influence performance simultaneously, indicating that leaders' ability to adjust their leadership style and strong organizational values contribute to a work environment conducive to productivity. Wijaya et al. (2018) similarly emphasized that situational leadership provides appropriate direction and support, while organizational culture shapes behavioral patterns that promote discipline, cooperation, and results orientation. From a modern organizational theory perspective,

the synergy between leadership and culture can create a high-performance work environment—one that not only encourages employee involvement but also drives continuous improvement in work quality.

However, findings across studies are not fully consistent. Karo-karo (2023), for example, found that organizational culture significantly affects performance, whereas situational leadership does not show a substantial influence in certain contexts. This difference can be explained through contingency theory, which argues that the effectiveness of organizational variables depends heavily on situational factors, job characteristics, and the dynamics of leader–follower relations. In some organizations, a strong culture serves as an effective social control mechanism, reducing the relative influence of leadership behaviors.

Moreover, modern leader–member exchange (LMX) theory suggests that leaders do not maintain equally strong relationships with all subordinates, causing the effectiveness of situational leadership to vary. These inconsistencies highlight the need for further research to explore how both variables operate within the specific context of manufacturing industries such as PT Indoasia Raya Bersama Mojokerto, thereby providing a more comprehensive and contextually relevant empirical understanding.

2.5 Conceptual Framework

Situational leadership (X1) and organizational culture (X2) are viewed as two strategic organizational factors that influence employee performance (Y). From the perspective of modern organizational behavior, leadership functions as a mechanism for guiding work behavior through adapting leadership styles to the abilities and motivations of subordinates. Leaders who can adjust their behaviors to the readiness level of individuals enhance role clarity, strengthen intrinsic motivation, and reduce work errors.

Meanwhile, organizational culture acts as a system of values that directs the actions and decisions of organizational members, strengthens shared identity, and fosters behavioral consistency aligned with organizational expectations. Contemporary cultural frameworks such as the Competing Values Framework and the Denison Model assert that strong cultures promote employee involvement, adaptability, results orientation, and clear missions—all of which serve as the foundation for optimal performance. Therefore, the combination of adaptive leadership and a robust organizational culture becomes an essential predictor of superior organizational performance.

Based on this theoretical foundation, three hypotheses were formulated to test the partial and simultaneous effects of the independent variables on employee performance. The first hypothesis (H1) posits that situational leadership significantly influences employee performance, consistent with adaptive leadership theory, which emphasizes the need for leaders to adjust their styles to task and individual characteristics. The second hypothesis (H2) proposes that organizational culture significantly affects performance, in line with findings from various studies showing that organizational values, norms, and harmonious work practices enhance commitment, loyalty, and productivity. The third hypothesis (H3) examines the simultaneous influence of both variables, referring to social systems theory, which explains that organizational effectiveness results from the synergy of interrelated internal factors. Thus, the formulation of these hypotheses is grounded not only in the logic of previous studies but also in strong theoretical considerations regarding the role of leadership and culture as determinants of performance in modern organizations.

RESEARCH METHOD

This study employed a quantitative approach with a survey design. The population consisted of all employees of PT Indoasia Raya Bersama Mojokerto, totaling 34 individuals, all of whom were used as the research sample through a saturated sampling technique. This approach is appropriate considering the relatively small population size, ensuring that all organizational members relevant to the context of the study were included, thus increasing the accuracy and representativeness of the findings.

Data were collected using a Likert-scale questionnaire with five response options (1–5). The research variables consisted of:

- Situational Leadership (X1): measured using indicators from Hersey and Blanchard's situational leadership model, reflecting directing, coaching, supporting, and delegating behaviors.
- Organizational Culture (X2): measured using indicators from Mangkunegara, such as attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability.
- Employee Performance (Y): measured using indicators from Sinaga et al. (2021), including work quantity, work quality, punctuality, attendance, and teamwork ability.

Instrument testing included validity and reliability assessments, where validity was evaluated using Pearson's correlation, and reliability was assessed using Cronbach's Alpha. All variables met the required thresholds, ensuring that the instrument was suitable for further analysis.

Data analysis was conducted through several stages:

- a) Descriptive Analysis — to describe respondents' demographic characteristics and variable distributions.
- b) Classical Assumption Tests — consisting of:
 - *Normality Test* using Kolmogorov–Smirnov to ensure that residuals were normally distributed.
 - *Multicollinearity Test* using VIF and tolerance values to detect relationships among independent variables.
 - *Autocorrelation Test* using the Durbin–Watson statistic to examine the independence of residuals.
- c) Multiple Linear Regression Analysis — to examine the influence of situational leadership and organizational culture on employee performance.
- d) t-test — to determine the partial effects of each independent variable.
- e) F-test — to examine the simultaneous influence of situational leadership and organizational culture on employee performance.
- f) Coefficient of Determination (R^2) — to measure how much the independent variables explain variations in employee performance.

All data analyses were performed using SPSS version 27, ensuring accuracy and reliability in statistical computation.

RESULTS

4.1 Respondent Characteristics

The respondents consisted of 34 employees of PT Indoasia Raya Bersama Mojokerto

with diverse demographic backgrounds. The majority of employees were within the productive age range and predominantly held educational qualifications at the senior high school or vocational level (SMA/SMK). Most respondents also had more than two years of work experience, indicating a relatively stable workforce with adequate familiarity regarding their job responsibilities. These characteristics reflect a work environment supported by employees who possess operational understanding, practical skills, and sufficient tenure to contribute to organizational performance. In the context of human resource management, a stable demographic profile is essential because employees who understand their roles tend to demonstrate higher consistency, work discipline, and performance quality.

4.2 Instrument Validity and Reliability

The results of instrument testing show that all questionnaire items for the variables of situational leadership (X1), organizational culture (X2), and employee performance (Y) have correlation values exceeding the critical r-table threshold, indicating that each item is valid and capable of measuring the intended construct. Furthermore, all variables demonstrated Cronbach's Alpha coefficients greater than 0.70, confirming strong internal consistency and reliability. These results are aligned with the standards of psychometric measurement, which emphasize the importance of instrument reliability to ensure the accuracy and stability of responses. In contemporary quantitative research, reliable and valid instruments are crucial to minimizing measurement bias and ensuring that findings truly represent the constructs being studied.

4.3 Classical Assumption Testing

Classical assumption tests were conducted to ensure that the data met the requirements for multiple linear regression analysis.

- **Normality Test:** The Kolmogorov-Smirnov significance value of 0.783 was greater than 0.05, indicating that the residuals were normally distributed. This confirms compliance with the assumptions of the Classical Linear Regression Model (CLRM), ensuring the validity of statistical inference.
- **Multicollinearity Test:** Variance Inflation Factor (VIF) values were below 10 and tolerance values exceeded 0.10, demonstrating the absence of multicollinearity between independent variables. This means that situational leadership and organizational culture independently contribute information to the model.
- **Autocorrelation Test:** The Durbin-Watson statistic fell between the upper bound (d_U) and $4-d_U$, suggesting that there was no autocorrelation in the residuals. This condition ensures that the regression model produces unbiased and efficient estimators.

These results collectively affirm that the regression model fulfills the required assumptions, allowing subsequent analyses to be interpreted confidently.

4.4 Regression Analysis

The regression analysis indicates that both situational leadership and organizational culture exert a positive influence on employee performance. This suggests that improvements in leadership adaptability and strengthened organizational culture contribute to enhancing the work outcomes of employees. The positive coefficients imply that when leaders adjust their approach to the readiness level of employees and when organizational values are consistently implemented, employee performance tends to improve. This finding reinforces theoretical perspectives within organizational behavior

that emphasize the integrative role of leadership and cultural mechanisms in shaping work behavior and performance outcomes.

4.5 Partial Effect Testing (t-test)

The t-test results show differential effects of the independent variables on employee performance:

- Situational Leadership → Employee Performance: The influence is statistically significant ($p < 0.05$). This indicates that situational leadership plays a crucial role in improving performance, particularly because leaders who adapt their guidance, support, and delegation are more effective in aligning employee behavior with task demands.
- Organizational Culture → Employee Performance: Although the coefficient is positive, the effect is not statistically significant ($p > 0.05$). This suggests that the existing culture at PT Indoasia Raya Bersama has not been fully internalized across all employees, limiting its direct impact on performance.

This mixed result reflects contemporary findings that organizational culture may require strong reinforcement, consistency, and shared perceptions before exerting significant influence on behavioral outcomes.

4.6 Simultaneous Effect Testing (F-test)

The F-test demonstrates that situational leadership and organizational culture simultaneously exert a significant impact on employee performance ($p < 0.05$). This highlights the importance of considering both variables collectively when assessing workplace effectiveness. The findings align with modern system theory, which states that organizational outcomes emerge from interconnected internal components rather than isolated factors. Thus, even though organizational culture may not significantly influence performance on its own, its presence strengthens the overall model when combined with adaptive leadership.

4.7 Coefficient of Determination (R^2)

The coefficient of determination (R^2) is 0.357, indicating that situational leadership and organizational culture jointly explain 35.7% of the variance in employee performance. This proportion reflects a moderate level of contribution, which is common in behavioral research where performance is shaped by numerous internal and external factors. The remaining 64.3% may be influenced by variables such as motivation, work environment, compensation, job design, and individual personality traits. Nonetheless, the 35.7% contribution underscores the meaningful role of leadership adaptability and cultural reinforcement in shaping outcomes within the manufacturing sector.

DISCUSSION

5.1 The Influence of Situational Leadership on Employee Performance

The results of this study demonstrate that situational leadership has a significant positive influence on employee performance at PT Indoasia Raya Bersama Mojokerto. This finding indicates that leaders who adjust their approach to the readiness, competence, and motivation levels of employees are better able to elicit optimal performance outcomes. The use of different leadership styles—ranging from directive (telling) to supportive (participating) and delegative approaches—provides employees with the clarity, guidance, and autonomy they need at various stages of task execution.

This result aligns with the foundational assumptions of Hersey and Blanchard's

Situational Leadership Theory, which posits that leadership effectiveness is contingent upon the appropriateness of the leader's behavior in relation to follower readiness. In the context of manufacturing and production settings, where tasks often require precision, coordination, and rapid response to operational challenges, adaptive leadership becomes a critical determinant of success (Maksum M.J.S., 2020).

The findings also reinforce contemporary leadership perspectives such as Adaptive Leadership (Heifetz, 2009), which emphasizes the ability of leaders to navigate complex environments and adjust their strategies to situational demands. Furthermore, the results resonate with the Leader-Member Exchange (LMX) framework, which explains how high-quality leader-follower relationships enhance communication, trust, and performance alignment. Empirical studies (Mustika, 2019; Darmawan & Roselini, 2022; Hamzah et al., 2023) similarly report that situational leadership enhances motivation, role clarity, and performance effectiveness.

Thus, the significant influence of situational leadership in this study underscores that leadership adaptability is a dominant factor in achieving optimal outcomes, particularly in production-based industries that require continuous coordination between supervisors and employees.

5.2 The Influence of Organizational Culture on Employee Performance

Although the analysis shows that organizational culture has a positive coefficient, the effect is not statistically significant. This suggests that the cultural values at PT Indoasia Raya Bersama Mojokerto have not been fully internalized or consistently practiced by all employees. Indicators such as punctuality, discipline, cooperation, and results orientation appear to be uneven across the workforce.

This finding contrasts with several previous studies (Muis et al., 2018; Herawati, 2020; Sari & Nurani, 2024), which found that strong organizational culture significantly enhances performance. However, such discrepancies are not uncommon in organizational research. According to Contingency Theory, the extent to which organizational culture influences performance depends on contextual factors such as leadership style, organizational maturity, the stability of work routines, and employee perceptions of shared values.

The non-significant effect observed here may also be explained by the notion of weak cultural embeddedness, where employees acknowledge the existence of organizational values but do not fully integrate them into daily behavior. This gap often occurs in organizations with limited communication channels, fragmented team coordination, or insufficient reinforcement of cultural norms. Additionally, culture may take longer to manifest observable effects compared to leadership practices, which tend to have more immediate behavioral consequences.

From a modern theoretical perspective, frameworks such as the Competing Values Framework (Cameron & Quinn, 2019) emphasize that culture impacts performance only when organizational values are clearly defined, well-communicated, and consistently enacted. The absence of such conditions can weaken the direct link between culture and performance, as seen in this study.

Therefore, the results indicate that PT Indoasia Raya Bersama needs to strengthen cultural socialization, enhance role-modeling practices from leaders, and establish consistent reinforcement mechanisms if cultural values are to meaningfully influence performance.

5.3 The Simultaneous Influence of Situational Leadership and Organizational Culture

Despite the non-significant partial effect of organizational culture, the simultaneous influence of situational leadership and organizational culture on performance is statistically significant. This finding suggests that when combined, adaptive leadership behaviors and cultural norms create a synergistic effect that contributes to performance improvement.

This aligns with the modern systems theory perspective, which posits that organizational outcomes arise from the interaction of multiple interrelated internal components. In other words, leadership and culture are not independent entities; rather, they function as complementary mechanisms. Adaptive leadership provides direction, motivation, and clarity, while organizational culture supplies norms, values, and expectations that shape employee behavior.

This synergy is particularly important in manufacturing environments, where performance depends not only on individual skill and effort but also on collective discipline, coordination, and adherence to shared standards. Thus, even though culture alone may not significantly increase performance, its interaction with effective leadership amplifies organizational alignment and enhances behavioral consistency across employees.

These findings highlight the importance of viewing leadership and culture as integrated systems that jointly influence outcomes, echoing the proposition of High-Performance Work Systems (HPWS), where performance arises from the alignment of leadership practices, cultural norms, and organizational structures.

5.4 Interpretation of the Coefficient of Determination (R^2)

The R^2 value of 0.357 indicates that situational leadership and organizational culture together explain 35.7% of the variations in employee performance. While this reflects a moderate level of explanatory power, it is consistent with behavioral research, where performance is shaped by complex and multifaceted determinants.

The remaining 64.3% of variance may be attributed to other factors such as motivation, job satisfaction, compensation, work environment, organizational support, job design, individual personality traits, and external environmental conditions. This reinforces the theoretical understanding that employee performance is a multidimensional construct influenced by psychological, structural, and contextual factors.

Nevertheless, the 35.7% contribution underscores the meaningful and practical importance of developing adaptive leadership and strengthening cultural alignment within the organization.

CONCLUSION

This study demonstrates that situational leadership has a significant effect on employee performance, indicating that the adjustment of leadership style to employee readiness enhances work effectiveness and motivation. Meanwhile, organizational culture shows a positive but non-significant effect, suggesting that cultural values have not been fully internalized or consistently implemented by all employees. However, both variables together exhibit a significant simultaneous influence, indicating synergy between leadership behavior and cultural values in driving work performance. The R^2 value of

0.357 shows that situational leadership and organizational culture explain 35.7% of the variation in employee performance, while the remaining variation is influenced by other factors outside the model.

5.2 Recommendations

The company is advised to strengthen the competencies of operational leaders, particularly in applying adaptive leadership styles that align with employee conditions. In addition, organizational culture internalization should be improved through more intensive socialization, stronger leadership role modeling, and consistent enforcement of work discipline. The company also needs to enhance its performance management system to ensure that work behavior aligns with the expected cultural values.

For future researchers, it is recommended to include additional variables such as motivation, compensation, or work environment, and to consider qualitative or mixed-method approaches to gain deeper insights into the dynamics of leadership and organizational culture.

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