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# The Influence of Situational Leadership Style and Work Orientations on Employee Performance in Jakarta Islamic Banking Industry

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**Keywords:** Leadership Style, Work Orientation, Employee Performance, Islamic Banks, Indonesia.

**Abstract:** Leadership style has a strategic role in increasing employee performance, especially in the Islamic banking sector. This study examines the influence of leadership style and work orientation on employee performance in the Islamic banking industry in Jakarta. This study uses a quantitative method with a descriptive approach with a questionnaire as the main instrument, tested for validity and reliability through a preliminary trial. This research used a purposive sampling technique; data was collected from 364 employees from 12 Islamic commercial banks and Islamic business units. Data were analyzed using the PARTIAL least Square Sequential Equation Model (PLS-SEM) method. The results of the study found that situational leadership style has a significant influence on employee performance. In addition, work orientation also has a significant influence on improving performance. These findings indicate that leaders in Islamic banking need to encourage innovation, listen to employee expectations, and communicate effectively to achieve optimal performance. In this study, adjusting leadership style to the unique context of Islamic banking has been shown to increase employee productivity. Organizations in the Islamic banking sector are advised to adopt an inclusive leadership style and focus on developing a culture of innovation to drive better results.

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## Introduction

Leadership has a strategic role in improving company performance and achieving common goals (Chaniago, 2017; Zulkarnain, 2023). Furthermore, the influence of leadership style and work orientation on employee performance is also an important concern in the world of work (Piwowar-Sulej & Iqbal, 2023). According to various researchers, e.g. Hassan et al. (2016), Memon (2014), and Mohammed et al. (2024), various leadership styles influence employee performance, including authoritative, consultative, participative, democratic, autocratic, affiliative, and transformational. For example, an authoritative style tends to be effective in situations that require quick decisions (Muktamar et al., 2024). Meanwhile, a consultative approach is more suitable for encouraging creative problem-solving (Wulandari et al., 2020).

Trust in leaders is also crucial to increase positive employee behavior, such as long-

term commitment to the organization (Burke et al., 2007). In addition, the suitability of leadership style with organizational culture, job demands, and the needs of each department also affects the effectiveness of employee performance (Dery Wijaya et al., 2023). This phenomenon shows that effective leadership depends not only on a particular approach but also on the context and dynamics within the organization.

Leadership styles can have both positive and negative effects on employee performance, and the effectiveness of a particular style depends on the goals of the organization, the leader's personality, and team dynamics (Iqbal et al., 2015; Suprayitno, 2024; Wardana et al., 2024). Therefore, leaders need to assess their goals and determine the style, or combination of styles, appropriate for a given situation (Batubara, 2020). Furthermore, leaders must consider building trust with their employees to improve performance over time. The study's results by Mustofa & Muafi (2021) showed that situational leadership positively and significantly affects employee performance mediated by job satisfaction and Islamic organizational citizenship behavior. Therefore, research on leadership styles in the Islamic banking industry focusing on situational and path-goal leadership must concern various parties.

According to a theoretical study by Aravik et al. (2022), the concept of leadership in Islamic banks is modeled on the leadership of the Prophet Muhammad. A study by Al-Aali & Alazali (2022) investigated the unique features of leadership in Islamic banks and identified situational leadership and path-goal leadership as the most common path-goal leadership styles in the Islamic banking industry. The study by Al-Aali & Alazali (2022) showed that situational leadership is effective when employees lack experience or knowledge, while path-goal leadership is effective when employees clearly understand their roles and responsibilities. Another study by Nugroho et al. (2020) emphasized the importance of authentic leadership in maintaining the performance of Islamic banks and enhancing their reputation.

Several successful Islamic leaders have overcome economic challenges (Khairunnisa et al., 2021). Successful leadership in the Islamic banking industry often emphasizes ethical behavior, adherence to sharia principles, and a focus on social responsibility (Na'im, 2022; Nasution et al., 2023). Indonesia has a significant presence in Islamic finance, especially in Islamic banking. With the second largest Muslim population in the world, Indonesia aspires to become a global leader in Islamic banking. However, the penetration of Islamic banking products in Indonesia is relatively low compared to other countries, around 7% (Nugroho et al., 2020).

Exploring the influence of leadership style and work orientation on employee performance in the Jakarta Islamic Industry presents a significant research gap, especially given the evolving landscape of Islamic banking in Indonesia. While existing research has examined the impact of leadership style on employee performance across various sectors, limited research should focus more specifically on the unique context of Islamic banking in Jakarta. Much of the current literature broadly discusses leadership style and employee performance without delving into the specific cultural and operational dynamics of Islamic banking institutions in Jakarta. This gap suggests the need for research considering how Islamic values and principles may shape leadership approaches and employee performance. Therefore, this study investigates the influence of leadership style and work orientation on employee performance in the Jakarta Islamic banking industry.

The study's results provide insight into the application of situational leadership in the banking industry, although specific references to the Islamic banking sector are limited. The Situational Leadership Model is highlighted as a valuable framework for leaders in the banking industry (Darmawan & Roselini, 2022). Its adaptability is essential in a dynamic banking environment, where changes can occur rapidly due to market fluctuations or regulatory updates (Az-Zahroh et al., 2023). This adaptability is essential in a dynamic banking environment, where changes can occur rapidly due to market fluctuations or regulatory updates (Dwianto et al., 2023). Siregar et al. (2022) determined the effect of situational leadership style, work discipline, and work motivation on employee performance at Bank Syariah Indonesia Rantau Prapat. The results showed that the variables of leadership style, work discipline, and work motivation had a positive and significant effect. Therefore, Hypothesis H1 is that Situational Leadership significantly affects Employee performance.

Next, I will discuss work orientation and employee performance. This finding is consistent with the findings (Pradhan & Jena, 2017; Willner et al., 2019) regarding employee orientation's positive and substantial influence on performance. Increasing productivity is a significant issue today, and the literature on organizational behavior and human resource development extensively examines productivity through job performance (Schiemann, 2009, 2014). Work orientation, a qualitative contextual performance, is exemplified by prosocial behaviors demonstrated in the workplace that are not explicitly stated in the job description. Pradhan & Jena (2017) was found that demographic variables (age, gender, organizational experience, and managerial level) were positively related to employee performance.

Understanding how individuals perceive their work environment can help them secure employment in organizations or businesses that align with their work orientations, enhancing job satisfaction. Previous empirical research has shown a correlation between work orientation and job satisfaction. For example, artistic calling orientation is positively related to various positive outcomes, including life satisfaction, career commitment, maturity, and job satisfaction. Lent & Brown (2006) argue that job satisfaction is an important personal construct related to well-being. Damayanti et al. (2017) state that job satisfaction affects employee performance. A recent study by Willner et al. (2020) found a strong correlation between calling orientation and social concern but no relationship between career orientation and job satisfaction. Therefore, Hypothesis H2 is that Work Orientation significantly affects Employee Performance.

## Method

This study uses a quantitative method with a descriptive approach, using the main instrument of a questionnaire tested for validity and reliability through a preliminary trial. This study uses a purposive sampling technique; data were collected from 364 employees from 12 Islamic general banks and Islamic business units. Data were analyzed using the Partial Least Square Sequential Equation Model (PLS-SEM) method. Furthermore, the researcher analyzed the data collected with the specified instrument to verify the research hypothesis. The research instrument used a Likert scale in this study, as described in Table 1.

**Table 1.** Variables, Indicators, and Measurement Approaches

Variable	Item and Item Code	Measurement	Adopted From
Management by the Situation Hersey and Blanchard suggest (Mark, 1997) that the extent to which a leader provides guidance and support is the primary factor determining an individual's response to leadership. Direction, coaching, support, and delegation are the four pillars of Blanchard et al.'s (2008) situational leadership model.	<ul style="list-style-type: none"> <li>• Leaders have so far given clear and detailed instructions to employees in carrying out tasks and work (S1)</li> <li>• Leaders explain (direct) more than instructed on how to do a good job and get optimal results (S2)</li> <li>• Leaders fully implement a two-way communication pattern with subordinates (in this case, superiors listen more to subordinates (S3)</li> <li>• Leaders do not communicate much with employees regarding work, except in some issues that are considered necessary (S4)</li> </ul>	Likert Scale 1-5	MWAI (2011)
Focus on Work Focus on making a living rather than climbing the corporate ladder (Wrzesniewski et al., 1997) Likes his job, but doesn't see himself still working there in five years (Wrzesniewski et al., 1997). He appreciates the value of work in his life and is pleased to be employed in this field (Wrzesniewski et al., 1997). He appreciates the value of work in his life and is pleased to be employed in this field (Wrzesniewski et al., 1997). We extended the three-factor model into a five-factor one by including the factors of social embeddedness and activity. The literature (Blustein, 2011; Rosso	<ul style="list-style-type: none"> <li>• My primary motivation for working is financial (W1):</li> <li>• I really like my current job and am ready to take on additional duties and responsibilities (W2)</li> <li>• I like to talk about the future of my job with others (W3)</li> <li>• I like to be connected socially with the people where I work (W4)</li> <li>• Time passes painfully slowly on the days I don't have to work (W5).</li> <li>• Working for me is a gift to collect a good</li> </ul>	Likert Scale 1-5	Willner et al. (2019)

Variable	Item and Item Code	Measurement	Adopted From
et al., 2010) suggests that these are extra motivations for working.	fortune from God (W6)		
Employee performance An employee's success on the job is measured by their real output, their efforts, and the results they've brought the company. (Campbell & Wiernik, 2015). Task performance indicators were identified: work quality (69%). (Koopmans et al, 2017) Task performance indicators were identified: planning and organizing work (56%). Task performance indicators were identified: being result oriented (46%). Task performance indicators were identified: prioritizing (45%) Task performance indicators were identified: prioritizing (45%)	<ul style="list-style-type: none"> <li>• I have the technical skills to get the job done on time (E1)</li> <li>• I am able to complete assigned tasks (E2) consistently</li> <li>• I always exceed the set target (E3)</li> <li>• I can determine and manage work priorities effectively (E4)</li> <li>• I do my job precisely and accurately (E5)</li> </ul>	Likert Scale 1-5	Koopmans et al. (2014)

Source: processed (2024)

This study measured respondents' opinions using a Likert scale (1-5). The Likert scale was designed to measure attitudes in a scientifically accepted and validated manner in 1932 (Edmondson, 2005; Joshi et al., 2015). The Likert scale measures individual attitudes through questions (Budijaji, 2013). Indicators are then used to construct statements or questions with positive or negative connotations, which form instrument items. Five choices (positive) ranging from "strongly agree" (5) to "agree" (4) to "neutral" (3) to "disagree" (2) to "strongly disagree" (1) are included in the list of questions or instruments to be used.

Data was collected by distributing questionnaires in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas. Several Islamic banking institutions allow sampling at outlet locations and online in the Islamic Bank employee community environment using Google Docs. Therefore, sampling was conducted by distributing questionnaires around Islamic bank outlets and in the Islamic bank employee community environment. Regarding the number of workers in Islamic banks throughout Indonesia, according to the Indonesian Islamic Banking Statistics, there will be 56,298 workers in 2021 for 2,479 offices, including 226 offices in the Special Capital Region of Jakarta. In order to find out the population of Islamic bank workers in Jakarta and its surroundings, the population calculation approach uses the data above because the Financial Services Authority needs to provide specific data on the number of Islamic bank workers per province.

The population of Islamic bank employees in Jakarta is 5,133. Assuming that the main

headquarters of Bank Islam operates mainly in Jakarta, adding 30% (employees in headquarters) to the population calculation gives a total of  $5,133 \times 130\% = 6,673$  Bank Islam employees in Jakarta. Based on the (Krejcie & Morgan, 1970) table, with a population of 7,000, the sample size to be taken is 364 (Haji-Othman & Fisol, 2017). Questionnaires were distributed to multiple Bank Islam working communities in and around Jakarta to acquire the necessary data for this research.

## Result and Discussion

This section will present respondents' profiles, including gender, age, education, and working period. Of the 364 respondents, 249 (68.4 percent) were male, and 115 (31.6 percent) were female). The age group of staff Islamic banks is dominated by the age group 30-40 years (46.9 percent), followed by ages 40-50 years (23.9 percent), then over 50 years (17.03 percent). Those aged between 20 and 30 only comprised 44 respondents (12 percent). Based on education, Islamic banking staff with bachelor's and master's education dominate with 72.8 percent and 17.3 percent, respectively. Then, most Islamic banking staff have a working period of 5-10 years, with 49.73 percent followed by a working period of 10-15 years. With 15.38 percent, a working period of 15-20 years. With 13.74 percent working over 20 years. With 13.19 percent and a working period under 5 years. With 7.97 percent. For more details, see Table 2, respondent demographics.

**Table 2.** Respondent Demographics

Variable	Category	Frequency	Percentage
Gender	Male	249	68.4
	Female	115	31.6
Age	20 – 30 years old	44	12.09
	30 – 40 years old	171	46.98
	40 – 50 years old	87	23.09
	upper 50 years old	62	17.03
Education	High School	14	3.8
	Diploma	22	6.04
	Bachelor	265	72.8
	Master	63	17.31
Working period	Under 5 years	29	7.97
	5 -10 years	181	49.73
	10-15 years	56	15.38
	15 -20 years	50	13.74
	More than 20 years	48	13.19

Source: proceed (2024).

## Evaluation of Measurement Model

The processing process uses SMART PLS 3.0 software to test several Structural Equation Modeling (SEM) procedures. Convergent validity aims to determine the validity of the relationship between the indicator and its latent variable. Convergent validity is known based on the loading factor value. An instrument meets the convergent validity test with a loading factor value above 0.7 (Hair et al., 2011). The test results indicate that all indicators measuring situational leadership, work orientation, and employee performance have a more

excellent value than 0.7. Thus, the indicator is declared valid. The calculation of construct reliability used discriminant reliability (AVE), Cronbach's alpha, and composite reliability. The calculation results appear in Table 3 below.

**Table 3.** The results of the calculation of AVE, composite reliability, and Cronbach's Alpha

Variable	Average Variance Extracted	Composire Reliability	Cronbach Alpha
Situational Leadership	0.705	0.905	0.860
Work orientation	0.625	0.908	0.882
Employee Performance	0.634	0.896	0.856

Source: proceed (2024).

The test criteria state that if the discriminant reliability indicated by AVE is greater than 0.5, Cronbach alpha is greater than 0.7, and the composite reliability is greater than 0.7, then the construct is declared reliable. Overall, using the calculation of AVE, composite reliability, and Cronbach's alpha, it can be concluded that all instrument items that measure variables are declared reliable

#### **Evaluation of measurement Model (Outer Model)**

The R Square value can indicate the robustness of a model. In this instance, a R Square value of 0.75 indicates a robust model, 0.5 indicates a moderate model, and 0.25 indicates a weak model (Hair et al., 2013). Based on the data processing results, the R Square value for the variable Employee Performance is 0.550. The processed data indicates that Situational leadership, Work Orientation, and Situational Leadership influence Employee Performance by 55%, with the remaining 45% influenced by untested variables. With a R Square value of 0.55, the Employee Performance model estimated by this study is moderate.

In addition, the R Square value for the variable Work Orientation is 0.341, indicating a 34.1% contribution to the research model. Since an R Square value between 0.25 and 0.50 indicates a moderate model for predicting Work Orientation, this study's model is moderate to weak. The adequacy of the PLS model can be evaluated by calculating the Standardized Root Mean Square Residual (SRMR). The PLS model is deemed a decent fit when the SRMR value is less than 0.1 and a perfect fit when the SRMR value is less than 0.08. The PLS model's suitability test results indicate that the SRMR value is 0.094. Since the SRMR value in this study is less than 0.1, it is an acceptable fit (Schermelleh-Engel et al., 2003).

This study also uses the t-test for the direct effect of the independent variable on the dependent variable. The direct effect test in this study is used to explain the hypotheses H1 and H2. The test criteria are using the t-count value. The independent variable (exogenous) has a significant effect if the t-statistics value is greater than the t-table with the t-table limit = 1.96 (Hair et al., 2013). Based on the t-count value, H1 is accepted, where situational leadership significantly affects employee performance with t-statistics of 8,007. These results indicate that H1 is accepted; situational leadership significantly affects employee performance..

The test results also show that situational leadership significantly affects work orientation, with t-statistics of 6,141 greater than t-table = 1.96. These results indicate that H2 is accepted. The effect of work orientation on employee performance is significant, with t-statistics of 2,727, which is greater than t-table = 1.96. These results indicate that H2 is accepted, namely, that work orientation significantly affects employee performance. In summary, the results of hypothesis testing can be seen in Table 4.

Table 4. The Summary of the Results of Hypothesis Testing.

Exogenous	Endogenous	t statistics	Results
Situational leadership	Employee performance	8.007	H1 Accepted
Work Orientation	Employee performance	2.727	H2 Accepted

Source: proceed (2024).

## Discussion

According to the results of the hypothesis testing, situational leadership has a positive and significant effect on employee performance. This study is consistent with (Ghazzawi et al., 2017; Setyorini et al., 2018). Situational leadership entails leaders altering their level of support and clarity for employees based on their situations and levels of motivation. This form of leadership requires leaders to adapt their behavior and leadership styles based on the commitments of their employees. Situational leaders are known to provide appropriate direction and task support to employees in order for them to achieve their objectives successfully. Situational leaders should also be able to solve problems quickly and creatively to meet the requirements of their employees, as this study demonstrates a strong correlation between problem-solving skills and employee productivity.

There is no one-size-fits-all leadership style; hence, it is most effective for leaders to adapt their behavior to the circumstances. When leaders and employees communicate effectively, it not only fosters harmony among team members but also creates favorable situations. According to this sample's results, most participants are between 20 and 40 years old, indicating that they are members of the millennial and selenium generations. The highest average response for situational leadership is 4.67, indicating that the preferred leadership style is participative leadership, as indicated by participants' responses to the questionnaire item 'The leader consistently implements a two-way communication pattern with subordinates.'

It can be interpreted that in actual practice, employees really hope that leaders will listen to what employees want in order to achieve organizational target planning and target execution, on the other hand, leaders have not been able to practice exemplary leaders in absorbing subordinate inspiration and more actualizing the targets that are the burden of leaders must be achieved, so that leaders are more in monitoring why the target has not or is not achieved, then they have to do coaching which feels scary for subordinates.

## Conclusion

Based on the results of the study, it was found that situational leadership style has a significant influence on employee performance in the Islamic banking sector. In addition, work orientation also significantly contributes to improving employee performance. This study shows that leaders in Islamic banking need to encourage innovation, listen to employee expectations, and communicate effectively to achieve optimal performance. Adjusting leadership style to the unique context of Islamic banking has been shown to increase employee productivity. Therefore, organizations in this sector are advised to adopt an inclusive leadership style and focus on developing a culture of innovation to produce better

results. The main limitation of this study is the sample which is only limited to the Jabodetabek area. Samples from this area can limit generalization to the entire country in Indonesia which has a large geographical area. This study can be expanded to areas outside Jabodetabek, such as Java, Sumatra, Kalimantan, and Sulawesi. This research model can also be further developed by adding several variables, such as motivation, employee engagement, and organized citizenship behavior.

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