

Unlocking Employee Performance: The Influence of Situational Leadership and Decision-Making via Job Satisfaction in the Automotive Industry in Jakarta

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Abstrak

Studi ini menginvestigasi hubungan antara gaya kepemimpinan situasional, pengambilan keputusan, kepuasan kerja, dan kinerja kerja di industri otomotif di Jakarta. Populasi studi ini terdiri dari karyawan yang bekerja di berbagai perusahaan otomotif, dan data dikumpulkan melalui kuesioner online yang disebar sehingga terkumpul 107 responden. Data yang terkumpul dianalisis menggunakan teknik Smart Partial Least Squares (PLS). Hasil penelitian menunjukkan adanya pengaruh positif dan signifikan dari gaya kepemimpinan situasional terhadap kepuasan kerja dan kinerja kerja. Temuan ini menunjukkan bahwa ketika para pemimpin dapat menyesuaikan gaya kepemimpinan mereka dengan kebutuhan situasional, hal ini meningkatkan kepuasan kerja karyawan, yang pada akhirnya berdampak pada peningkatan kinerja kerja. Selain itu, studi ini juga mengungkapkan adanya pengaruh positif dan signifikan dari pengambilan keputusan terhadap kepuasan kerja dan kinerja kerja. Proses pengambilan keputusan yang efektif berkontribusi pada peningkatan kepuasan kerja, yang pada gilirannya meningkatkan kinerja kerja.

Kata Kunci: *Performance, Situational Leadership, Decision-making, Job Satisfaction*

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INTRODUCTION

The automotive industry in Jakarta refers to the sector involved in the manufacturing, assembly, distribution, and servicing of automobiles and automotive components within the city of Jakarta, Indonesia. Jakarta, as the capital and largest city of Indonesia, is a significant hub for the automotive industry in the country. In Jakarta, several prominent automakers have established their operations, including both domestic and international companies. These companies engage in activities such as vehicle production, assembling, and manufacturing of automotive parts and components. Jakarta also serves as a center for automotive research and development, with various companies investing in innovation and technology advancements in the industry. The automotive industry in Jakarta plays a crucial role in the city's economy, contributing to employment generation, foreign direct investment, and overall

economic growth. It provides job opportunities for a large number of individuals, ranging from production line workers to skilled engineers and professionals. Moreover, Jakarta serves as a prominent market for automotive sales, with a significant consumer base and demand for vehicles. The city's infrastructure, including road networks and transportation systems, supports the growth of the automotive industry and facilitates the movement of vehicles within and outside Jakarta.

The performance of the automotive industry in Jakarta is influenced by a multitude of factors that collectively shape its dynamics. One significant factor is the intense market competition that exists among automotive companies in the city. With numerous players vying for market share, factors such as product quality, pricing strategies, effective marketing, and superior customer satisfaction become crucial in determining performance outcomes (Skordoulis et al., 2020). Those companies that can differentiate themselves and meet the ever-evolving demands of consumers are more likely to achieve higher levels of performance. The overall economic conditions of Jakarta also impact the performance of the automotive industry. Factors such as GDP growth, consumer purchasing power, inflation rates, and interest rates play a pivotal role. Stable economic conditions and favorable market circumstances can boost consumer confidence, leading to increased demand for vehicles and, in turn, positively impacting the industry's performance (Sari, 2019). Technological advancements are another influential aspect. The automotive industry is undergoing significant transformations, with the rise of electric vehicles, autonomous driving technology, and connectivity features. Companies that embrace and adapt to these advancements have a competitive edge and can enhance their performance through product innovation, operational efficiency, and improved customer satisfaction. The effectiveness of supply chain management is critical for automotive companies in Jakarta. Efficient sourcing of raw materials, timely delivery of components, and streamlined logistics management contribute to optimizing production processes and reducing costs. Companies with robust supply chain management practices are better positioned to achieve improved performance (Sabil et al., 2022). Government policies and regulations also have a substantial impact on the industry's performance. Regulations related to emissions, safety standards, import/export restrictions, and taxation significantly influence production costs, market accessibility, and overall performance of automotive companies operating in Jakarta. Lastly, talent management plays a vital role in determining performance outcomes. The availability of a skilled workforce and effective talent management practices are crucial for companies in the industry. Investing in training and development, fostering a positive work culture, and attracting and retaining top talent can significantly contribute to higher performance and productivity. Collectively, these factors shape the performance phenomenon in the automotive industry in Jakarta. Navigating these factors effectively allows companies to thrive, maintain competitiveness, and achieve sustained growth in this dynamic industry.

Employee performance is the result of a process that is referenced and measured over a specific period of time based on predetermined criteria or agreements. Employee performance is the work output or job achievement. In simple terms, employee performance refers to the outcomes of organizational tasks performed by employees to the best of their abilities according to guidelines or manuals (Suhasto & Lestariningsih, 2018). Employee performance is the outcome of the work process carried out by individuals within an organization. This process includes the efforts,

actions, and contributions made by employees in carrying out their tasks. Employee performance can be measured and evaluated based on pre-established criteria, whether in quantitative or qualitative targets. The process of measuring employee performance is generally done by referring to pre-set agreements or criteria, such as key performance indicators (KPIs), organizational goals, and work standards. This allows performance measurement to be more objective and comparable to the expected standards (Syahadatina et al., 2022). Employee performance can also be understood as the work results or job achievements attained by individuals. This includes the extent to which employees successfully meet or exceed established targets, the quality of work produced, as well as the efficiency and effectiveness in carrying out their tasks. It is important to note that employee performance is not solely dependent on individual abilities but is also influenced by other factors such as the work environment, support from supervisors, reward and recognition systems, as well as motivation and job satisfaction. Therefore, it is crucial for organizations to create conditions that support employees in achieving their best performance. In simpler terms, employee performance can be considered as the outcome of organizational work carried out by employees to the best of their abilities according to established guidelines or procedures (Siregar et al., 2020). This involves understanding and fulfilling assigned tasks, following instructions and procedures, and making meaningful contributions to achieving organizational goals. By understanding and effectively managing employee performance, organizations can maximize individual potential and achieve higher overall performance levels. Leaders are responsible for guiding employees in carrying out their tasks and responsibilities within a company. In leading an organization, a leader will apply a leadership style that is needed to make decisions, educate, group, provide guidance, mentor subordinates, and influence them to collaborate and engage in activities, which are important in achieving the company's goals. To effectively manage subordinates and foster good teamwork, it is essential to utilize an appropriate leadership style that is suitable for the conditions, circumstances, situations, timing, and location of the employees. One of these leadership styles is situational leadership. Situational leadership is a leadership approach that emphasizes adapting one's leadership style to fit the specific situation and the needs of the employees. It recognizes that different situations and individuals require different types of leadership. A situational leader assesses the readiness and development level of their subordinates and adjusts their leadership behavior accordingly (Ayesha et al., 2021). The situational leadership model, developed by Paul Hersey and Ken Blanchard, identifies four leadership styles: directing, coaching, supporting, and delegating. The appropriate style is determined by the level of competence and commitment of the employees in a given task or situation. For example, when employees are new to a task and have low competence but high commitment, a directing style may be employed. The leader provides specific instructions and closely supervises the employees. As the employees gain more competence but their commitment decreases, a coaching style can be used. The leader provides guidance and support while allowing the employees to take on more responsibility (Daud, 2022). In situations where employees have high competence but low commitment, a supporting style is applied. The leader focuses on building trust and facilitating employee development. Finally, when employees have high competence and commitment, a delegating style is employed. The leader empowers employees to take ownership of their work and make decisions independently. The

use of situational leadership allows leaders to adapt their approach based on the needs and capabilities of their employees. This flexibility enables leaders to effectively lead and motivate their teams, resulting in improved employee performance, job satisfaction, and ultimately, the achievement of organizational goals.

Decision-making is crucial in addressing issues that arise within employees, as well as in the land or office sector. Making decisions can help overcome problems, but when decision-making is not done appropriately, it can lead to various internal and external issues. Poor decisions can significantly impact employee performance. Effective decision-making is essential for problem-solving and making sound choices to prevent issues from arising. Decision-making involves evaluating and selecting options, considering various alternatives, and making a choice based on calculations and considerations (Paramaatha, 2015). Competence in decision-making is necessary to ensure that problems are solved and actions are taken without causing further complications. Leaders and managers need to possess the skills to analyze situations, gather relevant information, evaluate potential outcomes, and weigh the pros and cons of various alternatives. They should also consider the impact of decisions on employees, stakeholders, and the overall organizational goals. When decisions are made based on thorough analysis and consideration, they are more likely to lead to positive outcomes and effective problem-solving. However, if decisions are made hastily or without proper evaluation, they may result in unintended consequences, conflicts, or dissatisfaction among employees. It is important to involve relevant stakeholders and gather their input when making decisions that affect them (Nurcholis, 2018). This participatory approach can lead to better decision outcomes and improve employee buy-in and commitment to the chosen course of action. Additionally, continuous evaluation and feedback on the outcomes of decisions can help leaders and managers learn from their experiences and improve their decision-making abilities over time. This feedback loop enables them to make better-informed decisions in the future and minimize the occurrence of issues that negatively impact employee performance. In summary, decision-making plays a crucial role in addressing issues and preventing problems within the workplace. Competence in decision-making ensures that choices are made based on careful evaluation, consideration of alternatives, and the potential impact on employees and the organization. By making well-informed decisions, leaders and managers can effectively solve problems, maintain a positive work environment, and enhance employee performance (Nafis Nuriz Zakiyah et al., 2022).

Job satisfaction can be understood as the level of contentment and fulfillment that employees experience in their jobs. It refers to the positive emotional and attitudinal responses individuals have towards their work, including their overall job satisfaction, satisfaction with specific aspects of their job, and their overall perception of their work environment. In the context of the relationship between leadership styles, decision-making, and employee performance, job satisfaction acts as an intervening variable (Norisyah Abd Rahim, 2020). An intervening variable is a variable that exists between two other variables and can explain the relationship or mechanism through which they are connected. Job satisfaction serves as an intervening variable because it can mediate the relationship between leadership styles, decision-making, and employee performance. When employees perceive effective leadership and participatory decision-making, it can positively influence their job satisfaction (Wibisono, 2011). Effective leaders who employ a situational leadership style, adapt

their approach to the needs and readiness of employees, and involve them in decision-making processes can create a positive work environment that fosters job satisfaction. When employees are satisfied with their jobs, they are more likely to be motivated, engaged, and committed to their work. Job satisfaction can enhance employee performance by increasing productivity, creativity, and overall job involvement. Satisfied employees tend to exhibit higher levels of job dedication, lower turnover rates, and are more likely to go above and beyond their assigned tasks. Furthermore, job satisfaction can also influence other aspects of employee well-being, such as job-related stress, work-life balance, and overall job quality. Satisfied employees are more likely to experience lower levels of stress, have a better work-life balance, and perceive their job as fulfilling and meaningful. It is important to note that job satisfaction is not solely influenced by leadership styles and decision-making but can also be affected by other factors such as organizational culture, rewards and recognition, opportunities for growth and development, and work-life balance initiatives (Rasmuji & Putranti, 2017). However, effective leadership and inclusive decision-making processes play a significant role in shaping employees' job satisfaction levels. Understanding the intervening role of job satisfaction is crucial for organizations and leaders as it highlights the importance of creating a positive work environment, promoting effective leadership styles, and involving employees in decision-making processes. By fostering job satisfaction, organizations can enhance employee performance and create a motivated and engaged workforce (Anam & Rahardja, 2017).

The purpose of this study is to examine the impact of situational leadership and decision-making on employee performance in the automotive industry in Jakarta, with job satisfaction as an intervening variable. The study aims to investigate how different leadership styles and effective decision-making practices influence job satisfaction, and subsequently, how job satisfaction affects employee performance. By understanding these relationships, the study seeks to provide insights and recommendations for organizations in the automotive industry to enhance leadership effectiveness, improve decision-making processes, and ultimately optimize employee performance and job satisfaction.

METHODOLOGY

The methodology of this study involves employing the Structural Equation Modeling (SEM) technique, specifically using the SmartPLS software, to analyze the relationships between situational leadership, decision-making, job satisfaction, and employee performance in the automotive industry in Jakarta. The SmartPLS technique is chosen for its ability to handle complex models and assess both measurement and structural models simultaneously (Hair et al., 2017). The target population of this study is all employees in the automotive industry in Jakarta. The questionnaire survey was conducted using an online method through Google Forms, which was distributed to all employees. A total of 107 employees completed the questionnaire, and these responses were collected and analyzed for further analysis. The collected data from the 107 employees who completed the questionnaire will be processed and analyzed. The first step in the methodology is to collect data from employees working in various automotive companies in Jakarta. A representative sample will be selected using appropriate sampling techniques, ensuring an adequate number of respondents for reliable statistical analysis. A structured questionnaire will be developed based on established scales and theories related to situational leadership, decision-making, job

satisfaction, and employee performance. The questionnaire will consist of items that are designed to measure the constructs of interest, with each item reflecting a specific aspect of the construct. Once the data collection is complete, the collected data will be imported into the SmartPLS software for analysis. The analysis will begin with assessing the measurement model, which involves examining the reliability and validity of the measurement scales used in the questionnaire. This step ensures that the items accurately measure the underlying constructs. Next, the structural model will be evaluated to examine the relationships between the constructs. The SmartPLS software utilizes a partial least squares (PLS) algorithm to estimate the path coefficients and assess the significance of the relationships between situational leadership, decision-making, job satisfaction, and employee performance. The analysis will also involve testing the proposed model against alternative models, such as competing hypotheses or potential moderating variables, to ensure the robustness and validity of the findings. Finally, the results will be interpreted, and conclusions will be drawn based on the analysis outcomes. The findings will provide insights into the impact of situational leadership and decision-making on job satisfaction and employee performance in the automotive industry. Recommendations for organizations and leaders in improving leadership styles, decision-making processes, and employee satisfaction will be derived from the study findings.

RESULT AND DISCUSSION

Before conducting path analysis, it is important to test the validity and reliability of the measurement scales used in the study. Validity testing ensures that the scales accurately measure the intended constructs, while reliability testing checks the consistency and stability of the scales. In this study, the discriminant validity test determined if the scales measure distinct constructs, and reliability testing assessed the consistency of the scales. These tests ensure that the data collected from the questionnaire responses of 107 employees in the automotive industry in Jakarta are valid and reliable for path analysis.

Tabel 1. Validity and Reliability Test Result

Construct	AVE	Latent Corelation	Composite Reliability	Cronbach Alpha
Performance (PF)	0.965	0.745	0.967	0.961
Job Satisfaction (JS)	0.961	0.735	0.965	0.960
Situational Leadership (SL)	0.948	0.723	0.954	0.945
Decision-making (DM)	0.961	0.723	0.953	0.944

Based on the calculations presented in Table 1, it can be concluded that the outer model assessments for all constructs or variables have met good validity criteria. This is evident from the root average variance extracted (AVE) values, which are higher than the correlation values between latent constructs and endogenous constructs. Additionally, the composite reliability and Cronbach's alpha values for each construct or variable are above 0.70. Therefore, it can also be inferred that the data's reliability is good. These results indicate that the measurement scales used in the study are valid and reliable, providing confidence in the accuracy of the data collected (Hair et al., 2017).

The subsequent step in the analysis is path analysis, as shown in the following table. Path analysis is a statistical technique used to examine the relationships and direct effects between variables in a research model. The path coefficients indicate the strength and direction of the relationships between the variables. Positive coefficients

indicate a positive relationship, while negative coefficients indicate a negative relationship. The magnitude of the coefficient reflects the degree of influence between the variables. The standard errors provide information about the precision and reliability of the estimated coefficients. Lower standard errors indicate more precise estimates. The t-values are obtained by dividing the path coefficients by their respective standard errors. They indicate the significance of the relationship between variables. If the t-value exceeds a critical value (typically 1.96 for a 5% level of significance), the relationship is considered statistically significant. The p-values represent the probability of obtaining the observed result by chance alone. If the p-value is below a predetermined significance level (often 0.05), the relationship is considered statistically significant.

Tabel 2. Hypothesis Testing Result

Path	Original Sample	T Statistic	P-Values	Decision
SL > JS	0.342	2.976	0.012	Accepted
DM > JS	0.580	5.310	0.004	Accepted
SL > PF	0.223	3.516	0.000	Accepted
DM > PF	0.286	4.369	0.008	Accepted
JS > PF	0.450	5.862	0.000	Accepted
SL > JS > PF	0.154	2.665	0.021	Accepted
DM > JS > PF	0.261	4.174	0.001	Accepted

The findings of the study indicate a significant and positive influence of situational leadership on job satisfaction among employees in the automotive industry in Jakarta. This is evident from the calculated t-value of 2.976, which exceeds the critical t-value of 1.96, indicating statistical significance. Additionally, the obtained p-value of 0.012 is smaller than the predetermined significance level of 0.05, further supporting the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1). Based on these results, it is recommended that companies in the automotive industry in Jakarta focus on enhancing situational leadership practices. This can be achieved by providing training to middle managers, equipping them with the necessary skills and knowledge of situational leadership to effectively adapt their leadership style to different situations (Sabil et al., 2021; Syafruddin et al., 2023). By doing so, companies can create a work environment that promotes job satisfaction among employees. Improved situational leadership can lead to better communication, clearer expectations, and the provision of necessary support, ultimately enhancing job satisfaction levels (Ayesha et al., 2021; Hanim et al., 2021).

The study reveals a significant and positive influence of decision-making on job satisfaction among employees. This is supported by the calculated t-value of 5.310, which exceeds the critical t-value of 1.96, indicating statistical significance. Furthermore, the obtained p-value of 0.004 is smaller than the predetermined significance level of 0.05, providing strong evidence to reject the null hypothesis (H0) and accept the alternative hypothesis (H2). Based on these findings, it is recommended that companies pay attention to the decision-making process to enhance job satisfaction among employees. This can be achieved by conducting thorough analyses of both internal and external factors that affect the company's performance (Sudyana et al., 2022). It is important to consider factors such as employee feedback, market conditions, and organizational goals when making decisions. Additionally, aligning decision-making with the company's vision and mission can help create a sense of purpose and direction, further contributing to employee job satisfaction. By improving

the decision-making process, companies can foster a positive work environment and enhance overall employee satisfaction (Subakti, 2013).

The findings of the study demonstrate a significant and positive influence of situational leadership on performance. This is evident from the calculated t-value of 3.516, which exceeds the critical t-value of 1.96, indicating statistical significance ($t_{\text{hitung}} > t_{\text{tabel}}$). Additionally, the obtained p-value of 0.000 is smaller than the predetermined significance level of 0.05, providing strong evidence to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_3). Based on these results, it is recommended that companies focus on implementing situational leadership practices to strengthen and positively impact overall organizational performance. Situational leadership allows leaders to adapt their approach and style based on the specific needs and circumstances of their team members (Nihayati, 2019; Syam, 2016). By effectively matching leadership behaviors to the demands of different situations, leaders can enhance employee motivation, engagement, and productivity, ultimately leading to improved performance at the organizational level. It is important for leaders to assess the current context, provide guidance, and support their employees in achieving their goals. Implementing situational leadership can create a conducive work environment that fosters employee growth, collaboration, and achievement of organizational objectives (Taruno, 2019).

The study reveals a significant and positive influence of decision-making on employee performance. This is supported by the calculated t-value of 4.369, which exceeds the critical t-value of 1.96, indicating statistical significance. Additionally, the obtained p-value of 0.008 is smaller than the predetermined significance level of 0.05, providing strong evidence to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_4). Based on these findings, it is recommended that companies prioritize effective decision-making processes to enhance overall organizational performance. Decision-making plays a crucial role in determining the direction, strategies, and actions taken by the company (Moreno-Gómez et al., 2018; Newman et al., 2018). By making informed and timely decisions, leaders can address challenges, seize opportunities, and optimize resources, thereby improving performance. It is important for decision-makers to gather relevant information, evaluate alternatives, consider potential risks, and involve stakeholders in the decision-making process. This approach can lead to better outcomes, increased productivity, and enhanced organizational effectiveness. Additionally, providing training and development opportunities to employees on decision-making skills can further support their ability to contribute to organizational performance (Friedman & Carmeli, 2018).

The study demonstrates a significant and positive influence of job satisfaction on employee performance. This is supported by the calculated t-value of 5.862, which exceeds the critical t-value of 1.96, indicating statistical significance ($t_{\text{hitung}} > t_{\text{tabel}}$). Additionally, the obtained p-value of 0.000 is smaller than the predetermined significance level of 0.05, providing strong evidence to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_5). Based on these findings, it is recommended that companies prioritize strategies to enhance job satisfaction in order to improve overall employee performance. Job satisfaction refers to the level of contentment and fulfillment employees experience in their work environment (Sri Wahyudi & Sudibya, 2016; Yohanas, 2018). When employees are satisfied with their job, they are more likely to be motivated, engaged, and committed to their tasks, resulting in improved performance. To enhance job satisfaction, organizations can focus on factors such as

providing a positive work environment, offering competitive compensation and benefits, fostering opportunities for growth and development, promoting work-life balance, and recognizing and rewarding employees for their contributions. By prioritizing job satisfaction, companies can create a supportive and fulfilling workplace that encourages higher levels of performance and productivity (Vidianingtyas & Putri, 2014).

The study reveals a significant and positive influence of situational leadership style on job performance, mediated by job satisfaction. This is supported by the obtained t-value of 2.665, which exceeds the critical t-value of 1.96, indicating statistical significance. Additionally, the p-value of 0.021 is smaller than the predetermined significance level of 0.05, providing evidence to reject the null hypothesis (H0) and accept the alternative hypothesis (H6). These findings suggest that job satisfaction plays a mediating role in the relationship between situational leadership style and job performance. It implies that when leaders adopt an effective situational leadership approach, it positively influences employees' job satisfaction, leading to enhanced job performance (Dewinda et al., 2020). Situational leadership involves adapting leadership behaviors to match the specific needs and characteristics of employees in different situations. This flexibility and responsiveness from leaders create a sense of support, guidance, and empowerment among employees, which in turn increases their job satisfaction. By recognizing the mediating role of job satisfaction, organizations can focus on developing and promoting situational leadership skills among their managers and supervisors. Providing training and development programs that enhance leaders' ability to assess and respond to the unique needs of their team members can contribute to a more positive work environment. This, in turn, leads to higher job satisfaction levels, ultimately resulting in improved job performance (Kartika et al., 2010).

The study findings indicate a significant and positive influence of decision-making on job performance, mediated by job satisfaction. This is supported by the obtained t-value of 4.174, which is greater than the critical t-value of 1.96, indicating statistical significance. Furthermore, the p-value of 0.001 is smaller than the predetermined significance level of 0.05, providing evidence to reject the null hypothesis (H0) and accept the alternative hypothesis (H7). These results suggest that job satisfaction plays a mediating role in the relationship between decision-making and job performance (Hasan et al., 2022). Effective decision-making processes positively impact employees' job satisfaction, leading to improved job performance. When employees perceive that their opinions are valued, that decisions are made in a fair and inclusive manner, and that they have a voice in the decision-making process, they are more likely to experience higher levels of job satisfaction. Organizations can leverage these findings by emphasizing the importance of involving employees in decision-making processes and providing them with opportunities to contribute their ideas and perspectives. This can be done through participative decision-making approaches, open communication channels, and fostering a supportive and inclusive work environment. By enhancing job satisfaction through effective decision-making, organizations can create a positive work climate that encourages employee engagement, motivation, and ultimately leads to improved job performance (Supriyanto & Mukzam, 2018) performanceperformance.

CONCLUSION

In conclusion, this study has shown that there is a significant and positive influence of situational leadership style on job satisfaction and job performance in the automotive industry in Jakarta. The findings indicate that when leaders apply situational leadership style effectively, it enhances employee job satisfaction, which in turn leads to improved job performance. Additionally, the study has demonstrated the significant and positive impact of decision-making on job satisfaction and job performance. When employees perceive that decisions are made effectively and inclusively, it enhances their job satisfaction and ultimately contributes to better job performance. Furthermore, the study has revealed that job satisfaction acts as a mediating variable between situational leadership style and job performance, as well as between decision-making and job performance. This suggests that job satisfaction plays a crucial role in translating the effects of leadership style and decision-making into tangible improvements in job performance. Based on these findings, organizations in the automotive industry in Jakarta are recommended to focus on developing and implementing effective situational leadership practices and decision-making processes. Providing training and support to leaders in understanding and applying different leadership styles based on situational needs can contribute to higher job satisfaction and subsequently enhance job performance. Similarly, promoting participative decision-making, fostering open communication, and considering employees' input can enhance job satisfaction and lead to improved job performance. Overall, by recognizing the importance of situational leadership style, effective decision-making, and the mediating role of job satisfaction, organizations can create a conducive work environment that promotes employee satisfaction, engagement, and ultimately drives better job performance in the automotive industry in Jakarta.

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