

# **The Influence of Organizational Climate, Situational Leadership Style, and Job Satisfaction on Employee Performance at the East Kalimantan Regional Police Medical and Health Unit (Biddokes)**

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## **Abstract**

In a complex work environment such as Biddokes, a deep understanding of factors like Organizational Climate, Situational Leadership Style, and Job Satisfaction is crucial to ensure optimal employee performance. Organizational climate reflects the culture, norms, and values governing organizational behavior, influencing employee motivation, engagement, and job satisfaction. On the other hand, the situational leadership style emphasizes leaders' flexibility in adjusting their leadership approach according to the needs and readiness of subordinates, which can affect motivation, productivity, and team performance. Meanwhile, Job Satisfaction reflects employees' subjective evaluation of the work environment, including the alignment between individual needs and the workplace environment, which can influence motivation, commitment, and employee retention. This study uses a quantitative research approach. Survey methods and questionnaires were employed to collect data from respondents at the East Kalimantan Regional Police Medical and Health Unit (Biddokes). Multiple regression statistical analysis was used to examine the relationship between independent variables (Organizational Climate, Situational Leadership Style, and Job Satisfaction) and the dependent variable (Employee Performance). Based on the results of the analysis, it can be concluded that factors such as organizational climate, situational leadership style, and job satisfaction significantly impact employee performance at Biddokes Polda Kalimantan Timur. A positive organizational climate, including effective communication, professional relationships, and interdepartmental cooperation, can enhance employee performance. A flexible and adaptive situational leadership style allows leaders to motivate and guide subordinates according to their needs and readiness, contributing to better performance. Additionally, employee job satisfaction, influenced by various factors such as salary, promotion opportunities, relationships with coworkers, and job responsibilities, directly impacts employee performance. Therefore, Biddokes Polda Kalimantan Timur management should pay attention to and improve these aspects to enhance productivity, efficiency, and service quality.

**Keywords:** *Organizational Climate; Situational Leadership Style; Job Satisfaction; Employee Performance.*

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## **Introduction**

A company's success is highly dependent on the performance demonstrated by its organizational members. This performance encompasses work achievements, the ratio between actual performance outcomes and established work standards (Dessler, 2020). Every organization strives to improve employee performance to achieve the set objectives. In this regard, one of the approaches that companies can take is creating job satisfaction by fostering an organizational climate and leadership style that aligns with employees' expectations. The organizational climate refers to employees' perceptions of the quality of

the internal environment, which each member experiences and can subsequently influence their behavior (Lussier, 2019). According to Simamora (2020), organizational climate refers to the internal environment in the form of the psychological conditions of an organization. This organizational climate impacts the realization and human resource policies received by employees. A company will have a different organizational climate, which reflects the diversity of jobs designed within the company or the personal nature of its members. The organizational climate and employee performance have a complex relationship, but research shows that a positive organizational climate can improve employee performance (Mayasari, 2020). The organizational climate affects employee performance by shaping a work environment that can motivate, direct, and influence individual behavior. The organizational climate shapes employees' attitudes, behaviors, and performance. Organizations that create a positive climate tend to motivate employees to participate actively, innovate, and contribute more to achieving organizational goals.

Therefore, organizational management often strives to build a climate that supports the organization's goals and values and motivates members to achieve their best performance (Waridin, 2020). According to Stephen (2022), the organizational climate is a system of values the organization develops, including its founder's habits and fundamental philosophy. It shapes the regulations as the foundation for thinking and behaving to achieve organizational objectives. A strong climate can drive the organization's improvement. According to research by Natasya (2022), a positive and significant effect of the organizational climate on employee performance occurs because the organizational climate creates a work environment that can influence motivation, job satisfaction, and employee behavior. A positive organizational climate also builds a positive reputation, helps recruit talent, and supports achieving business goals (Lodge, 2019). According to research by Pasaribu (2022), the organizational climate does not significantly affect employee performance. The differing results can be attributed to the organization's failure to create a comfortable and safe environment conducive to effective communication between superiors and staff. Superiors should provide opportunities for employees to solve new problems, which can broaden their experience. Companies should also offer opportunities for employees to participate in training programs that help them feel more comfortable working in the organization. To manage and control various subsystems within an organization to remain aligned with its objectives, the presence of a superior is crucial because they play a significant role in improving employee performance (Bass, 2019).

Furthermore, the superior's ability to activate and empower their team significantly impacts individual employee performance. Rapid changes in the environment and technology heighten the complexity of challenges the organization faces, thus requiring a leader who can provide direction and drive the development of their subordinates' potential, using their authority to achieve the organization's goals and elevate its performance (Harvey, 2019). Harvey and Bass' statements are reinforced by Mochlas' (2022) research, which indicates that situational leadership style dominates the influence on employee performance. Its significant impact on organizational and employee performance arises from its ability to support improvements by understanding and implementing an appropriate leadership style.

Leaders can create an environment that supports high performance and sustainable growth. Therefore, situational leadership styles help achieve organizational goals to support performance growth. Leadership style significantly affects employees' attitudes, behavior, and performance. The superiors' effectiveness is influenced by their subordinates' characteristics and communication processes. The failure of a leader is often due to their inability to inspire and satisfy organizational members in specific job situations and environments. A leader's role is to motivate subordinates to acquire the skills and development opportunities necessary to anticipate challenges and opportunities in the

workplace (Lodge, 2019). According to Fitria Nur Azizah's research (2023), situational leadership, organizational culture, and work motivation do not significantly impact employee performance. The research findings show no significant correlation between situational leadership, organizational culture, and employee performance. This indicates that a leadership style aligned with the organization's culture may not affect individual performance levels directly. Gibson et al. (2019) state that human resource management involves managing individuals with optimal potential.

Job satisfaction arises when there is no gap between expectations and perceptions of reality. Even if differences exist, if those differences are positive, employees will feel satisfied, and vice versa. Employee satisfaction also depends on fulfilling their needs; the more their needs are met, the higher their satisfaction, and the opposite is true. Rachman's (2022) research findings indicate that job satisfaction significantly affects employee performance. Job satisfaction has a significant impact on employee and organizational performance as a whole. Employees who feel satisfied with their work are more motivated to perform their best. Job satisfaction creates a sense of achievement and personal satisfaction that drives employees to work harder and more productively. By understanding and meeting the needs and expectations of employees, an organization can create a work environment that fosters job satisfaction, which will positively contribute to individual and organizational performance (Gibson, 2020). Job satisfaction is directly related to employee performance, such as the work environment, social influences, rewards, leadership, and others (Lodge, 2019). However, many organizations fail to pay adequate attention to employee job satisfaction. They often believe that staff must work diligently for the organization's progress. There are situations where labor conditions negatively affect job satisfaction, such as the decline in employees' physical and mental health (Hoboubi, 2022). For example, job satisfaction tends to decrease due to heavy workloads in an organization in China (Wu, 2021).

Employees perceive what they do as routine and do not need rewards. Their perception of unequal workloads compared to other employees can lead to imperfections in performing tasks (Inegbedion, 2020). Several factors that could motivate employees to perform well have not been fully addressed. Research shows that balancing care or attention to employee work results in high job satisfaction. The fluctuation in workload will affect employee job satisfaction and performance (Inegbedion, 2020). This context demonstrates that inequality or discriminatory practices in the workplace can damage the organizational climate, reduce employee trust, and lead to dissatisfaction, also contributing to a leadership style that lacks focus on communication, causing unclear reception by employees, and consequently affecting the decline in employee performance.

### *Organizational Climate*

There are various definitions related to organizational climate. Organizational Climate is a series of descriptions of an organization's characteristics over a long period (Toulson, 2019). It includes several factors that can influence the company's culture and performance. Organizational climate encompasses policies, procedures, leadership attitudes, and the working environment. Organizational policies and procedures define the structure and rules that guide employee behavior. Leadership attitudes, including ethics, values, and managerial decisions, are key in shaping the organizational climate.

Furthermore, the situation created by interactions among employees also contributes to forming a positive or negative organizational climate (Lussier, 2019). Stinger (2020) states that organizational climate is a set of environmental patterns that determine motivation and are oriented toward rational assumptions or measurable evaluations, directly affecting the members' performance. Organizational climate is the quality of an organization's internal environment that tends to be continuous and experienced by its members. It influences their behavior, which can be described in a series of organizational characteristics or traits (Lussier, 2019).

### *Situational Leadership*

According to Dessler (2020), situational leadership is a leadership model that focuses on subordinates. This leadership style assesses employees' readiness and maturity levels when performing tasks the leader assigns. In situational leadership, the leader's actions are closely linked to their leadership tasks and the relationship between them and their subordinates. The characteristic and behavioral approaches have not fully explained leadership. Moreover, most current research concludes that no single leadership style suits managers in every situation. The situational contingency approach demonstrates that the style adopted by an individual is greatly influenced by factors such as the situation, employees, tasks, the organization, and other environmental variables. Fiedler's (2018) Contingency Model of Leadership Effectiveness is a complex and interesting leadership theory. This theory generally explains that the effectiveness of an organization depends on the interaction between the leader's personality and the situation.

### *Job Satisfaction*

Every individual working in an organization desires to find satisfaction in their work environment. In general, job satisfaction is personal since each individual has a different level of satisfaction according to their values. The more aspects of a job that align with a person's expectations, the higher the satisfaction they experience. Kreitner (2020) explains that job satisfaction is "an emotional response to various aspects of a job." Luthans (2020) states that "job satisfaction is a set of employee feelings about the pleasantness or unpleasantness of the job they perform." Job satisfaction is a general attitude toward a person's job, showing the difference between the reward received and the amount believed to be deserved. It is an emotional or affective response to various aspects of one's job. Therefore, job satisfaction is not a singular concept. One may be satisfied with one aspect of the job but dissatisfied with one or more other elements. Job satisfaction is the attitude of employees toward their work, which arises from their assessment of the work environment. This assessment can be made regarding one specific task, performed as a form of appreciation to achieve essential values in the work. Satisfied employees tend to enjoy their work environment more than those who are dissatisfied. The emotions associated with job satisfaction and dissatisfaction tend to reflect employees' evaluations of their current and past work experiences compared to their future expectations. It can be concluded that job satisfaction has two main elements: values and basic needs. Job values are the objectives to be achieved while performing tasks. These objectives, namely job values, are considered necessary by an individual.

Furthermore, it is explained that job values must align with or help fulfill basic needs. Therefore, job satisfaction can be concluded as the outcome of labor concerning work motivation. Overall, job satisfaction for an individual is the sum of job satisfaction multiplied by the significance of each job aspect. A person's satisfaction or dissatisfaction with their work is personal and related to how they assess the alignment or conflict between their expectations and the actual results.

### *Employee Performance*

In this context, performance is the outcome related to the job functions within a specific period (Sedarmayanti, 2020). Dessler (2020) explains that performance results from multiplying ability by motivation. Ability refers to an individual's skill in performing a task, while motivation refers to a person's desire, behavior, and willingness to put in the effort. Individuals will perform a task optimally if they have passion and desire. In general, performance is what is done or not done by members of the organization (Gibson, 2020). Mochlas (2022) describes performance as the tangible achievements displayed by members of an organization when carrying out their roles. Productive performance is the

level of achievement that demonstrates high utility value.

#### *Hypothesis*

Organizational climate is employees' shared perception regarding workplace policies, practices, and procedures. According to Litwin and Stringer (Lewin, 2018), organizational climate includes structure, responsibility, rewards, risk, warmth, support, and standards. A conducive organizational climate can motivate employees to work better, thus improving their performance. In the Health and Medical Unit of the East Kalimantan Police (Biddokes Polda Kalimantan Timur), a positive organizational climate will encourage employees to provide optimal health and police medical services. Organizational climate represents the internal conditions of the workplace that reflect employees' perceptions of the policies, systems, and interactions within the organization. According to Mochklas (2022), a good organizational climate is characterized by open communication, management support, and employee performance recognition. In the context of Biddokes Polda Kalimantan Timur, a supportive organizational climate is crucial, considering that employees in this field are responsible for providing health and medical services that support the operational duties of the police. Employee performance is the outcome achieved by an individual based on established standards and indicators. Luthans (2020) states that employee performance is influenced by internal factors such as ability and motivation and external factors like organizational climate. Employees at Biddokes Polda Kalimantan Timur will be more motivated and able to work effectively if supported by a comfortable, structured, and appreciative work environment. A positive organizational climate, such as a transparent reward system, good communication, and supportive leadership, can enhance employee motivation and loyalty. This aligns with Luthans' (2020) statement that a healthy organizational climate creates a sense of comfort and increases employee commitment to their work. Therefore, Biddokes Polda Kalimantan Timur employees will be more enthusiastic about providing health services and carrying out their police medical tasks effectively. Research on the influence of organizational climate on employee performance at Biddokes Polda Kalimantan Timur is essential for providing a deeper understanding of how work environment factors can affect productivity and employee effectiveness. The findings of this research can serve as a basis for improving and developing organizational policies to create a more supportive work climate, ultimately enhancing employee performance. Thus, research on the influence of organizational climate on employee performance at Biddokes Polda Kalimantan Timur can provide valuable contributions to human resource management, particularly within the police environment. The findings of this research are expected to serve as a foundation for policymaking aimed at creating a better organizational climate to enhance employee performance.

***H<sub>1</sub>: Organizational Climate has a positive and significant impact on Employee Performance***

Situational leadership is a flexible leadership model in which leaders adjust their leadership style to their subordinates' maturity and ability levels. According to Hersey and Blanchard (2020), situational leadership consists of four styles: instructing, consulting, participating, and delegating. In the context of the Health and Medical Unit of the East Kalimantan Police (Biddokes Polda Kalimantan Timur), this leadership style is crucial as employees working in the fields of health and police medicine require appropriate guidance based on the conditions and demands of their work. Employee performance is the outcome achieved by an individual based on established standards. Sedarmayanti (2020) states that internal factors, such as ability and motivation, and external factors, such as leadership, influence performance. The situational leadership applied at Biddokes Polda Kalimantan Timur is expected to enhance employee performance by providing guidance and support that aligns with the needs of both individuals and teams. Leaders who use an



instructive style provide strict guidance and supervision to employees, particularly new or less experienced ones. Furthermore, the consultative style allows leaders to engage in discussions and listen to employees' opinions before making decisions. In the Biddokes Polda Kalimantan Timur environment, this style can boost employee confidence, foster good communication, and encourage employees to take more responsibility for their tasks, ultimately enhancing their performance (Rahmat, 2023). The participative style of situational leadership involves employees in decision-making and problem-solving. Employees at Biddokes who feel involved in critical organizational processes will be more motivated to perform well and innovate in their duties, improving their performance (Anwar, 2020). Meanwhile, the delegative style gives full trust to experienced and competent employees to complete their tasks independently. In Biddokes Polda Kalimantan Timur, this style will encourage senior employees to be more independent and accountable, contributing to the overall improvement of performance (Bass, 2019). With appropriate situational leadership styles, Biddokes Polda Kalimantan Timur can create a dynamic, supportive, and productive work environment, enhancing employee performance and better-quality police health services.

**H<sub>2</sub>: Situational Leadership Style (X<sub>2</sub>) has a positive and significant impact on Employee Performance**

Job satisfaction is the employees' positive feelings toward their work, reflecting the extent to which their expectations and needs are met in the work environment. According to Anwar (2020), job satisfaction is influenced by various factors such as working conditions, relationships with colleagues, organizational policies, and reward systems. In the context of Biddokes Polda Kalimantan Timur, employee job satisfaction is paramount as they are responsible for providing health and medical services within the police force, which requires high dedication and precision. Employee performance is the outcome achieved based on standards established by the organization. Employees at Biddokes Polda Kalimantan Timur who are satisfied with their work are more likely to be motivated and committed and work optimally in delivering health services to police personnel and the community. High job satisfaction can enhance employee productivity. Employees who feel valued, receive adequate compensation, and work in a supportive environment will perform their best. At Biddokes Polda Kalimantan Timur, this will be reflected in the quality of healthcare services, the speed at which medical cases are handled, and the accuracy of police medical procedures. In addition, job satisfaction also affects employee loyalty to the organization. Satisfied employees tend to stay longer and demonstrate a strong commitment to their duties. At Biddokes Polda Kalimantan Timur, this loyalty is crucial for maintaining continuity and stability in healthcare services, ultimately contributing to overall performance improvement. Job satisfaction also impacts employee stress levels and mental well-being. Satisfied employees generally experience lower stress levels, which allows them to work more focused and efficiently. This is particularly important for Biddokes Polda Kalimantan Timur employees who face high-pressure tasks involving urgent and critical medical duties. Therefore, job satisfaction is key to improving employee performance at Biddokes Polda Kalimantan Timur. The organization must consider aspects that can enhance job satisfaction, such as offering fair recognition, creating a positive work environment, and providing career development opportunities to ensure continued performance improvement.

**H<sub>3</sub>: Job Satisfaction has a positive and significant impact on Employee Performance**

## **Analysis Method**

The population in this study consists of employees of the East Kalimantan Regional

Police Medical and Health Unit (Biddokes), with a total sample of 117 employees. The instrument measurement was conducted using validity and reliability tests. The validity test was carried out using Confirmatory Factor Analysis (CFA), where the factor loading must be greater than 0.5 (Hair et al., 2019). The reliability test used Cronbach's Alpha, with a value greater than 0.7 (Hair et al., 2019). Hypothesis testing was performed using multiple regression analysis.

## Results and Discussion

### Hasil Penelitian

**Table 1.**  
**Respondent Characteristics**

Characteristics	Categories	Frequency	Percentage
<b>Age</b>	18 - 35 years old	91	78
	> 36 – 40 years old	7	5,98
	> 41 years old	19	16,24
<b>Gender</b>	Men	72	61,54
	Women	45	38,46
<b>Education</b>	Senior High School	29	24,79
	Associate Degree (Diploma 3)	41	35,04
	Bachelor's Degree	41	35,04
	Master's Degree	6	5,13
<b>Skill</b>	Medical	92	78,63
	Non-Medical	25	21,37

The instrument testing was conducted using validity and reliability tests. The test results, which can be seen in Table 2, declare all questionnaire items valid and reliable.

**Table 2.**  
**Validity and Reliability Test**

Question Item	Validity Loading Factor	Description	Variable	Reliability Cronbach Alpha	Description
IO1	.602	valid	Organization Climate	0.804	Reliable
IO2	.794	valid			
IO3	.793	valid			
IO4	.795	valid			
IO5	.735	valid			
KS1	.645	valid	Situational Leadership	0.759	Reliable
KS2	.789	valid			
KS3	.707	valid			
KS4	.703	valid			
KS5	.750	valid			
KK1	.683	valid	Job Satisfaction	0.731	Reliable
KK2	.612	valid			
KK3	.787	valid			
KK4	.525	valid			
KK5	.667	valid			
KIN1	.674	valid	Employee Performance	0.751	Reliable
KIN2	.623	valid			
KIN3	.721	valid			
KIN4	.711	valid			
KIN5	.703	valid			

Table 3 shows the descriptive statistical test, including the mean of the variables and the standard deviation.

**Table 3.**  
**Descriptive Variable**

Variable	N	Mean	Deviation Standard
Organization Climate	117	4.1556	0.33437
Situasional Leadership	117	4.0444	0.27179
Job Satisfaction	117	4.0650	0.27396
Employee Performance	117	4.0598	0.23963

The hypothesis testing was conducted using multiple regression with the assistance of SPSS version 23 software. The testing results indicate that all three hypotheses proposed in this study are supported. The significance values of all three hypothesis tests are below 0.05. A summary of the testing results can be seen in Table 4.

**Table 4.**  
**Regression Test Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.899	.352		2.558	.012
Iklim Organisasi	.132	.053	.184	2.491	.014
Kepemimpinan Situasional	.369	.068	.419	5.445	.000
Kepuasan Kerja	.275	.065	.314	4.254	.000

a. Dependent Variable: Kinerja Pegawai

The research findings demonstrate a significant influence of organizational climate on employee performance. This is evidenced by a t-value of 2.491 and a p-value of 0.014. This indicates that Hypothesis 1 is supported. The results are consistent with the organizational climate theory by Sedarmayanti (2020), which emphasizes creating a conducive work environment to enhance individual or organizational performance. Therefore, the research results that show the acceptance of the hypothesis emphasize that organizational climate significantly impacts employee performance, highlighting the importance of creating and maintaining a positive work climate by organizational management. The concept that organizational climate positively influences employee performance is based on four leading indicators: harmony in communication, conflict management, interaction with other departments, and cooperation with colleagues from different departments. Harmony in communication creates an open and supportive work environment, enabling efficient information exchange and strengthening relationships among employees. Effective conflict management ensures that disputes are resolved constructively, preventing adverse impacts on morale and productivity. Interacting with other departments fosters cross-functional collaboration, enhancing operational efficiency and innovation. Strong cooperation with colleagues from different departments builds synergy and more cohesive teams, ultimately improving overall organizational performance. A positive organizational climate encourages employees to work more effectively and productively when these four indicators are met.

The research results show a significant influence of situational leadership style on employee performance. This is evidenced by a t-value of 5.445 and a prob-value of 0.000. This indicates that Hypothesis 2 is supported. The results align with the leader's ability to adjust their approach according to the employees' needs, abilities, and readiness levels. This aligns with Robbins' theory (2022), which emphasizes that the effectiveness of leadership depends on the followers' acceptance or rejection of the leader. Situational Leadership Style



positively influences employee performance through five leading indicators: monitoring subordinates' readiness levels, effective communication, flexibility, task delegation, and employee involvement. By tracking the readiness levels of subordinates, leaders can adjust their leadership style to meet each employee's specific needs and abilities, ensuring they receive the proper support. Effective communication allows leaders to provide clear instructions and constructive feedback, enhancing understanding and performance. Flexibility in leadership enables leaders to adapt to changing situations and different needs, keeping the team productive and motivated. Good task delegation improves efficiency and gives employees opportunities to develop new skills. Employee decision-making increases their sense of ownership and responsibility for their work outcomes. Combining these factors creates a dynamic and supportive work environment, significantly improving employee performance.

Job satisfaction has a positive influence on employee performance. This is evidenced by a t-value of 4.254 and a p-value of 0.000. This indicates that Hypothesis 3 is supported. According to Luthans' theory (2020), the job satisfaction experienced and perceived by an employee affects the results achieved from the work performed. When employees experience job satisfaction, such as receiving adequate compensation, being assigned tasks that match their skills, and having good relationships with supervisors, their performance tends to improve. Employees who feel valued and are given development opportunities are likelier to demonstrate high performance. Moreover, employees who are satisfied with working conditions, relationships with colleagues, and company policies usually show lower absenteeism and turnover rates, positively affecting overall performance.

Therefore, creating a supportive and fulfilling work environment is crucial for improving employee performance. Job satisfaction has a significant positive impact on employee performance, which can be observed through five leading indicators: satisfaction with salary, satisfaction with promotions, satisfaction with coworkers, satisfaction with supervisors, and satisfaction with the job itself. Satisfaction with salary ensures that employees feel financially valued, which increases their motivation and productivity. Satisfaction with promotions gives employees hope and encouragement for growth, prompting them to work harder and achieve better results. Satisfaction with coworkers creates a harmonious and collaborative work environment, which improves team effectiveness. Satisfaction with supervisors ensures that employees receive the proper support and guidance, helping them overcome obstacles and improve performance. Finally, satisfaction with the job itself makes employees feel fulfilled and motivated, which increases dedication and work quality. When employees feel satisfied in various aspects of their careers, they tend to show higher performance and contribute more positively to the organization.

The positive influence of organizational climate, situational leadership style, and job satisfaction on employee performance in the Biddokes Polda Kaltim underscores these factors' importance in enhancing the unit's effectiveness and productivity. The positive organizational Climate at Polda Kalimantan Timur, such as harmony in communication, effective conflict management, good interaction with other departments, and cooperation among colleagues, creates a supportive and collaborative work environment. This encourages the Biddokes employees to work more efficiently and contribute optimally toward achieving the organization's goals. The situational leadership style applied at Biddokes Polda Kaltim plays a key role in adjusting leadership approaches based on the situation and the needs of the employees. By monitoring subordinates' readiness levels, building effective communication, demonstrating flexibility in facing challenges, delegating tasks appropriately, and involving employees in the decision-making process, leaders at Biddokes ensure that each team member can contribute optimally based on their roles and responsibilities. Additionally, high job satisfaction, related to adequate salary, clear promotion opportunities, good relationships with colleagues and supervisors, and job satisfaction, makes Biddokes employees feel valued and motivated to give their best. This

directly impacts employee performance improvement by fostering loyalty, internal motivation, and dedication to their law enforcement tasks at Polda Kalimantan Timur.

## Conclusion and Suggestion

This study demonstrates that organizational climate, situational leadership style, and job satisfaction significantly influence employee performance at Biddokes Polda Kalimantan Timur. A positive organizational climate, characterized by effective communication, professional relationships, and collaboration, directly impacts employee motivation and performance. Additionally, situational leadership, which adapts to the needs and readiness of employees, enhances individual performance by providing the necessary guidance and support. Job satisfaction, shaped by compensation, work environment, and relationships with colleagues and supervisors, is crucial in improving employee productivity and overall performance. These findings highlight the importance of fostering a supportive and motivating work environment to optimize employee performance. Biddokes Polda Kalimantan Timur is recommended to continue to improve the organizational climate by strengthening communication channels, promoting teamwork, and ensuring that leadership styles are flexible and aligned with employees' needs. Furthermore, management should enhance job satisfaction by offering better compensation, career development opportunities, and recognition. This study has some limitations, including its reliance on self-reported data, which may introduce bias, and the focus on a single organization, limiting the generalizability of the results. Future research should explore a more extensive and diverse sample, potentially across different regions or sectors, to validate these findings and examine additional factors that could influence employee performance.

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