

The Effect of Strategic Leadership on Performance Through Employee Job Satisfaction and Employee Capacity

Rusdian Rauf¹, Muhammad Hidayat², Andi Fitri Rahmadany³, Rahmat⁴, Samuel Pajala⁵ and Aprizal⁶

Abstract

This research is to find out the Influence of Strategic Leadership on Performance through Job Satisfaction and Employee Capacity at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia. This research is quantitative research with descriptive analytical design using the Cross Sectional approach. The population in this study is all employees in the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia. The sample was selected with a total sampling technique that was eventually obtained by 120 respondents. The results of this study (i) Strategic Leadership positively and significantly affect Job Satisfaction, (ii) Strategic Leadership has a positive and significant effect on employee capacity, (iii) Strategic leadership has a positive and significant effect on performance, (iv) Job Satisfaction has a positive and significant effect on performance, (v) Employee capacity has a positive and significant effect on performance, (vi) Strategic leadership has a positive and significant effect on performance through employee job satisfaction, and (vii) Strategic leadership has a positive and significant effect on performance through employee capacity.

Keywords: Strategic Leadership, Job Satisfaction, Employee Capacity, Employee Performance.

INTRODUCTION

Employees are the key to the success of the organization, so the organization should pay attention to job satisfaction and employee performance. When the job satisfaction of the employees is high, they can give their all at work so that the productivity of the company will eventually increase. On the other hand, when employee job satisfaction is very low, it can weaken the employee's own motivation, morale, efficiency and appearance (Winarni and Mahsun, 2022).

Job satisfaction is very important as an employee's self-fulfillment, while employees who never feel satisfied do not mature psychologically and only create frustration in the employee himself. One important factor that can support the achievement of employee job satisfaction is effective management. In addition to job satisfaction, another factor that can also support employee performance is work ability. Employee capacity means the ability of employees to do work. The ability of employees to perform according to standards and even above standards is a factor in achieving employee performance and organizational performance. Achieving good performance is influenced by many factors, among which leadership is an important factor in achieving employee performance.

Like employees, management is a resource that affects the success of an organization. Managers are key elements of an organization as policy makers and decision makers (Mbaloto, 2018) stated in his research that strategic leadership is the ability of managers to guide, coordinate, influence, motivate and improve people they manage to transform worthless resources into value by creating equal opportunities. and opportunities. that their employees are involved in the process.

Good strategic management practices help organizations achieve employee and overall organizational effectiveness in a competitive and turbulent environment. The better and more effective the strategic

¹ Management, Sekolah Tinggi Ilmu Ekonomi Tri Dharma Nusantara, Makassar, Indonesia, Email: rusdian@yaho.com, (Corresponding Author)

² Institut Teknologi dan Bisnis Nobel Indonesia, Email: hidayat@nobel.ac.id

³ Institut Pemerintahan Dalam Negeri, Jakarta, Indonesia, Email: afitri.rahmadany@ipdn.ac.id

⁴ Management, Sekolah Tinggi Ilmu Ekonomi Tri Dharma Nusantara, Makassar, Indonesia, Email: rahmat.stdn@gmail.com

⁵ STITEK DHARMA YADI MAKASSAR, Makassar, Indonesia, Email: semuel_pajala@stitekdharmayadi.ac.id

⁶ Universitas Dipa Makassar, Indonesia, Email: aprizal@undipa.ac.id

management developed by the management, the better the organizational commitment, the manager has the responsibility to create the conditions that motivate the members to achieve the defined goals. Effective strategic management in managing the human resources of a work unit affects work behavior, which shows improved individual job satisfaction and the unit's own efficiency, which ultimately affects the overall efficiency of the company.

The Office Balai Besar Meteorologi kontor, Klimatologi og Geofisika Region IV Makassar, Indonesia is one of the government agencies that provide public services to the community. In addition to various changes and events, Indonesians are more critical in evaluating the actions of the government, especially when it is directly related to the community. Based on this phenomenon, government agencies must strive to always improve the quality of public services through organizational performance, which is determined by employee performance. Management certainly plays an important role in improving organizational performance.

A good and sustainable organizational culture is necessary to keep the wheels of the organization moving. However, problems arise when management has to change, and changes occur that force employees to adapt again. The various changes taking place in the organization do not really happen smoothly and easily, they require quite a lot of adjustment in their implementation, often employees are dissatisfied and frustrated with the changes due to the increase in workload, which will definitely have an impact. also from the pressure of higher work (Fauzan, Tupti, Pasaribu and Tanjung, 2023). The role of a leader is needed here when the changes in the organization happen so quickly and drastically that the employees have difficulty managing the new system of the organization, so that it eventually leads to boredom or job dissatisfaction. The role of a leader is necessary so that he can motivate, show and direct his subordinates so that whatever happens in the organization, job satisfaction is always achieved. How structuring and decision making also affect job satisfaction, employee skill and performance (Poernamasari, Muhajirin and Ali, 2023).

Based on direct observations of researchers at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar Indonesia and interviews with a small number of employees, the phenomenon of dissatisfaction experienced by employees at work was observed and after review it was found that one factor was the leading factor. It is noticed that sometimes there is unfairness or inaccuracy in decision-making and structuring, whether it is division of labor or reward and punishment. It then becomes a phenomenon to be further analyzed and used as empirical evidence. The effects of ineffective management can certainly affect the performance of the employee, which also affects the results of the organization.

The Importance of Strategic Management on Job Satisfaction and Employee Performance Researchers want to further analyze the impact of strategic management on performance through employee performance and job satisfaction in the office of Balai Besar Meteorologi, Klimatologi, og Geofisika Region IV Makassar, Indonesia..

LITERATURE REVIEW

Strategic Leadership

Strategic leadership involves the capacity to foresee, imagine, remain adaptable, and empower others to bring about necessary strategic changes. As a multifunctional role, it includes managing through others, overseeing the company's entire operations, and addressing the ongoing transformations in the global economy. Due to the complexities of the global market, strategic leaders must learn to effectively influence human behavior, often in uncertain situations. Through personal communication and examples, and their ability to envision the future, effective strategic leaders significantly impact the behavior, thoughts, and emotions of their team members (O'Toole & Lawler Jr, 2006).

The skill to attract and manage capital, as well as human resources, is arguably the most crucial ability for strategic leaders (Hitt & Duane, 2002). Leaders around the world are vociferously competing in the global economy in developing skills. Emerging leaders in companies must understand the rules of competition in a market-based economy and lead in a way that will develop their company's human resources (Ready & Conger, 2007).

Effective strategic leaders also create an environment where stakeholders, including employees, customers, and

suppliers, can operate at maximum efficiency (Bossidy, 2007) Demonstrating these skills is crucial, as the essence of strategic leadership lies in the ability to manage a company's operations efficiently and sustain high performance over time (McKee & Massimilian, 2006).

Hitt and Duane (2002) explain that strategic leadership is a leader's capacity to anticipate and foresee future opportunities, stay adaptable, think strategically, and collaborate with others to initiate changes that will enhance the organization's future. Effective strategic leadership is characterized by specific qualities, where various actions complement each other. For instance, efficiently managing a company's resources encompasses activities such as nurturing human capital, participating in setting strategic goals, fostering a conducive organizational culture, leveraging core competencies, implementing efficient control systems, and promoting ethical conduct. The most successful strategic leaders generate feasible alternatives when making decisions concerning each significant strategic leadership activity (O'Toole & Lawler Jr, 2006).

Job Satisfaction

Employee satisfaction is defined as the expression of employees' satisfaction with how their work can benefit the organization, which means that what is achieved at work corresponds to what is already considered important (Luthans, 2005) . However (Hasibuan, 2003) the level of individual satisfaction varies depending on the value system that concerns him. Job satisfaction is considered as a result of the experience of an employee in relation to his own values, as what is expected and expected from his work. Based on the above description, it can be concluded that job satisfaction is the pleasant and hard-working attitude and feedback of a person towards his work. Nurses who enjoy job satisfaction prioritize their work over the rewards they receive, even if it is considered important. Thus, an organization must understand the extent of employee job satisfaction as an organizational community in order to implement organizational development to achieve organizational goals.

Employee Capacity

(Milen, 2006) defines capacity as encompassing the range of abilities, competencies, comprehension, attitudes, values, interpersonal connections, motivations, resources, and circumstances that empower each individual, organization, network/sector, and broader system to fulfill their roles and accomplish predefined development objectives over time. When enhancing employee capacity, it is essential to consider the dimensions of capacity development levels, factors influencing capacity development, and obstacles to capacity building.

According to (Warsito, 2003), the factors affecting capacity development programs are:

Collective commitments to strengthen capacity require a long-term commitment from all parties and become capital that must be continuously developed and properly maintained. This commitment covers all parts of the organization.

Progressive management In the public organizational environment, dynamic management must be encouraged to overcome the increasingly difficult challenges of the future and the reality of limited resources of the public sector. Favorable management opens enormous opportunities for every part of the organization to organize skill development.

For the regulatory reform of the organization, provisions should be drawn up that support capacity development, which should be consistently implemented.

Institutional reform, which is related to structural and cultural components. It is a work culture that supports the development of ability.

Finding out the strengths and weaknesses of the people identified strengths and weaknesses to design a good capacity building program.

Employee Performance

Results are essential for the survival of the organization, because performance is not only about the results of the work or the performance of the work, but also about how the work process takes place, so that it can be

used as a reference material for managers. and supervisors. .Gibson, Ivancevish, Donnelly and Konopaske argue that performance is the result of work related to organizational goals, such as quality, efficiency and other performance criteria (Lijan and Sarton, 2019). Mathis, (2006) explains that performance is essentially what employees do. Employee performance, which is common to most jobs, includes the following elements: 1) quantity of results, 2) quality of results, 3) timeliness of results, 4) participation, and 5) cooperativeness. (Hasibuan, 2003) explained that performance is the result of work achieved by a person in performing tasks entrusted to him based on skills, experience, excellence and time. In the work of Armstrong and Baron (Lijan and Sarton, 2019), performance is often interpreted as performance, work result or work performance. Activity has a wider meaning, which is not only expressed in the result of work, but also in how the work process takes place. Performance is work done and the results achieved with work. Performance is what you do and how you do it.

Performance arises from tasks that are closely linked to the strategic objectives of the organization, customer satisfaction, and financial contribution. Performance is required as part of the evaluation. According to (Mathis, 2006), performance appraisal involves assessing the extent to which employees are fulfilling their job responsibilities based on specific criteria and subsequently communicating this feedback to them. The level of the work can be determined by the content of the work, which can be used to rate each work. To facilitate the evaluation of the employee's performance, the level of work must be clearly measured and understood. Work can be measured in terms of quantity, quality, timeliness of activity, attendance and cooperation required for certain work (Bangun, 2018).

Hypothesis

- H1: Strategic Leadership has a positive and significant effect on Job Satisfaction
- H2: Strategic Leadership has a positive and significant effect on Employee Capacity
- H3: Strategic Leadership has a positive and significant effect on Employee Performance
- H4: Job Satisfaction positive and significant affects Employee Performance
- H5: Employee Capacity positiv and significant affects Employee Performance
- H6: Strategic Leadership affects Employee Performance through Employee Job Satisfaction
- H7: Strategic Leadership affects Employee Performance through Employee Capacity

METHODOLOGY

This study is a quantitative study with an analytical descriptive design using a cross-sectional approach where measurements of the independent variables are taken in a single measurement with the dependent variables. The location of the research study in the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia., The main data of this study was obtained by distributing questionnaires to the research samples, the results of which were measured on a Likert scale. These measurement results were used to analyze the effect of strategic management on job satisfaction and employee performance at the office Balai Besar Meteorologi in Klimatologi and Geofisika Region IV, Makassar, Indonesia. The population of this study consists of all employees of the Office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar Indonesia. where there were 120 people. In this study, researchers used saturated sampling techniques. Satisfactory sampling is a method of defining a sample when all members of the population are sampled. In this study, the sample was all employees of the office Balai Besar Meteorologi, Klimatologi, Geofisika Region IV Makassar Indonesia, which was 120 people.

Data Analysis Techniques

Test validity and reliability

Validity Test

This examination is employed to assess the validity of a questionnaire. A questionnaire is deemed valid if it can reveal aspects that align with the questionnaire's intended measurements (Ghozali, 2006). Examining the validity of individual items involves conducting item analysis, which entails correlating the score of each item with the total score, known as the corrected item-total correlation. This process is carried out using the SPSS 26.0 software program. The validity test is done by comparing the calculated r with the r table. It is said to be valid if r calculates each item > 0.30 (Ghozali, 2006; Sugiyono, 2016).

Reliability Test

A reliability test serves as a means to evaluate a questionnaire, serving as an indicator of a variable or construct. A questionnaire is considered reliable when an individual's responses to its questions demonstrate consistency or stability over time. A variable is said to be realibel if the value $\alpha > 0.60$ (Ghozali, 2006; Sugiyono, 2016)

According to (Sugiyono, 2016) decision making for the realibility test is as follows:

Cronbach's alpha < 0.6 = poor realibility

Cronbach's alpha $0.6 - 0.79$ = acceptable reliability

Cronbach's alpha 0.8 = good reliability

In this study, reliability measurements were conducted through a one-shot measurement approach. This entails taking measurements only once, and subsequently comparing the results with other questions or assessing reliability using the Cronbach Alpha statistical test (a).

Regression Analysis

Coefficient of Determination

The R^2 coefficient of determination serves to identify the portion of variation in the dependent variable that can be attributed to variations in the independent variable. The R^2 value falls within the range of 0 to 1. A value close to 0 suggests minimal variation in the dependent variable explained by the independent variable. As the R^2 value approaches 1, it indicates a greater degree of variation in the dependent variable can be elucidated by the independent variable. Conversely, an R^2 value of 0 signifies that the dependent variable cannot be elucidated by any independent variable.

Correlation Coefficient

Correlation coefficient is a tool used to measure the level of density of relationships between independent variables and dependent variables. The R value will range from 0-1, the closer to 1 the relationship between the independent variable together with the dependent variable the stronger, for the detil description of the correlatio value it can bee seen on the table 1 as a guidelines to provide achievement of correlation coefficients (Sugiyono, 2016). As follows :

Table 1. Correlation coefficient value

Interval Coefficient	Relationship Level
0.00 - 0.199	Very Low
0.20 - 0.399	Low
0.40 - 0.599	Keep
0.60 - 0.799	Strong
0.80 - 1.000	Very Strong

Path Analysis

Path analysis is employed to examine the patterns of relationships among variables, aiming to discern the direct or indirect impact of independent (exogenous) variables on dependent (endogenous) variables.

Path analysis is a method used to scrutinize causal connections present in multiple regressions, wherein independent variables impact dependent variables not only directly but also indirectly. The path analysis model can be depicted by Figure 1 in the following manner:

Figure 1 Insert here

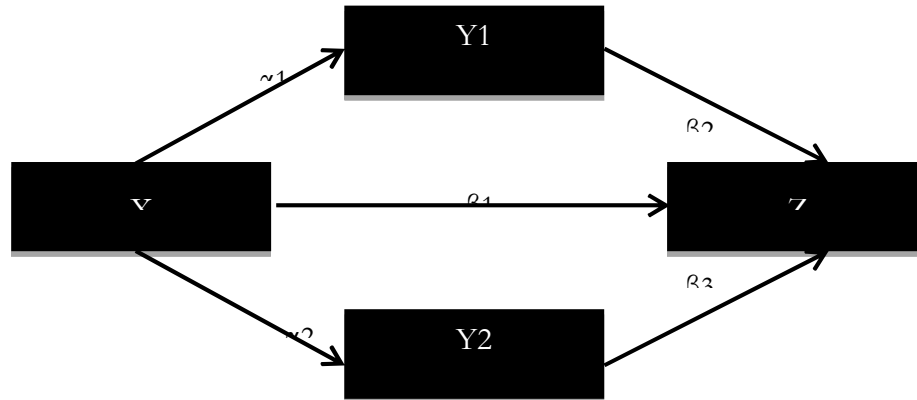


Figure 1. Path Analysis Model.

Mathematically, the model can be written as follows:

Path Structural Equation 1 : $Y1 = \alpha1X + e1$

Path Structural Equation 2 : $Y2 = \alpha2X + e2$

Path Structural Equation 3 : $Z = \beta1X + \beta2Y1 + \beta3Y2 + e3$

RESULTS

Test Validity and Reliability

Validity Test

The results of the validity test of each question item on all variables, show that R counts > R table so that it is concluded that the questions submitted to respondents are declared valid, where R table 0,361.

Reliability Test

Reliability testing aims to assess the consistency among items within an instrument. A questionnaire is considered reliable if the respondent's responses to its statements remain consistent over time. Similarly, a research instrument is deemed reliable if its reliability coefficient exceeds 0.60. The outcomes of the reliability test are outlined in Table 2.

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	Reliability Limits	Desc
Strategic Leadership (X)	0,756	0,60	Reliable
Job Satisfaction (Y1)	0,912	0,60	Reliable
Employee Capacity (Y2)	0,759	0,60	Reliable
Employee Performance (Z)	0,818	0,60	Reliable

Source: Primary Data processed, 2023.

Multiple Linear Regression Analysis

Results Of Determination Coefficient Test (R2)

To derive the coefficient of determination value, in research employing path analysis, analysis is conducted using several models (model 1, model 2, model 3, and model 4). The coefficient of determination, obtained

from data analysis for model 1 in this study, is presented in Table 3 as follows:

Table 3. Determination Coefficient Test Results (R2) on model 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.405	5.791

Predictors: constant, Strategic leadership (X1)

Based on table 3 known correlation coefficient R of 0.641 or 64.1%, this means that the relationship between independent variables namely Strategic Leadership (X) to dependent variables namely Job Satisfaction (Y1) by 64.1%. Judging from the value of the correlation coefficient R = 0.641, it can be concluded the strength of the relationship is moderate.

Based on the value of the coefficient of determination R2 = 0.411 means that the influence of the independent variable (X) on the dependent variable of job satisfaction (Y1) is 41.1%. The rest was influenced by other variables not studied in the study, which amounted to 59.9%.

The coefficient of determination as the result of data analyzis for model 2 of this reseach shown in the table 4 as follows

Table 4. Determination Coefficient Test Results (R2) On Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.483 ^a	.233	.206	2.540

Predictors: constant, Strategic leadership (X1)

Based on table known correlation coefficient R of 0.483 or 48.3%, this means that the relationship between independent variables namely Strategic Leadership (X) to dependent variables i.e., Employee Capacity (Y2) of 48.3%. Judging from the value of the correlation coefficient R = 0.483 can be concluded the strength of the medium relationship.

Based on the value of the coefficient of determination R2 = 0.233 means that the influence of the independent variable that is strategic leadership (X) on the dependent variable of employee capacity (Y2) of 23.3%. The rest was affected by another variable not studied in the study, which was 76.7%.

The coefficient of determination as the result of data analyzis for model 3 of this reseach shown in the table 5 as follows :

Table 5. Results of the Coefficient of Determination (R2) Test on model 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.439	.433	2.970

Predictors: constant, Strategic leadership (X1)

Based on table 5 known correlation coefficient R of 0.662 or 66.2%, this means that the relationship between independent variables namely strategic leadership (X) to dependent variables i.e., Employee Performance (Z) of 66.2%. Judging from the value of the correlation coefficient R = 0.662 can be concluded the strength of the medium relationship.

Based on the value of the coefficient of determination R2 = 0.439 means that the influence of the independent variable i.e., Strategic Leadership (X) on the performance dependent variable (Z) of 43.9%. The rest was influenced by other variables not studied in the study, which was 56.1%.

The coefficient of determination as the result of data analyzis for model 4 of this reseach shown in the table 6 as follows

Table 6. Results of the Coefficient of Determination (R2) test on model 4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.660	.654	2.321

Predictors: constant, Job satisfaction, employee capacity

Based on table 6 known correlation coefficient R of 0.813 or 81.3%, this means that the relationship between the variables of job satisfaction, employee capacity, to performance is 81.3%. Judging from the value of the correlation coefficient R = 0.813 it can be concluded that the strength of the relationship is strong.

Based on the coefficient of determination value R2 = 0.660, means the effect of the variable job satisfaction, work capacity on performance of 66.0%. The rest was influenced by other variables not studied in the study, which amounted to 34.0%.

Test Results T

The purpose of testing via the t test is to determine the effect of each independent variable on the dependent variable so that in this case the testing via the t test is carried out on model1, model 2, model 3 and model 4 so that there are four tests via the t test. The t test result of regression analysis model 1 shown in table 7 as follows:

Table 7. Results of Test T Regression Analysis Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	15,843	5,593		2,883	0,006
Strategic Leadership	,797	,092	,641	8,637	0,000

Dependen variabel: Job satisfaction

Based on table 7, the coefficients of free variables and constant values can be arranged, so that linear regression equations can be arranged:

From the table above obtained the regression equation as follows:

$$Y1 = 15,843 + 0.797X$$

Furthermore, the discussion on the magnitude of the influence of each variable, namely strategic leadership (X) on employee job satisfaction (Y1) the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia can be explained as follows:

Constant (a)

The results of the analysis showed that the value of the constant equals 15,843 units. This shows that if the value of strategic leadership is zero or non-existent, then employee job satisfaction is 15,843 or 1.5843%.

If sig value. < α (0.05) then constant a is significant and vice versa. From the table above, a Sig value of 0.000 < α (0.05) is obtained, meaning the constant value a is significant.

Regression coefficient of strategic leadership Influence (b)

The regression coefficient for strategic leadership is 0.797 units. This indicates that a one-unit increase in the influence of strategic leadership on employee job satisfaction results in a 0.797 unit increase in the influence of strategic leadership on employee job satisfaction, equivalent to 79.7%.

The significance value of 0.000 means that there is a strategic leadership influence on the job satisfaction of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia employees. The sub-structure 1 model is described on the figure 2 as follows:

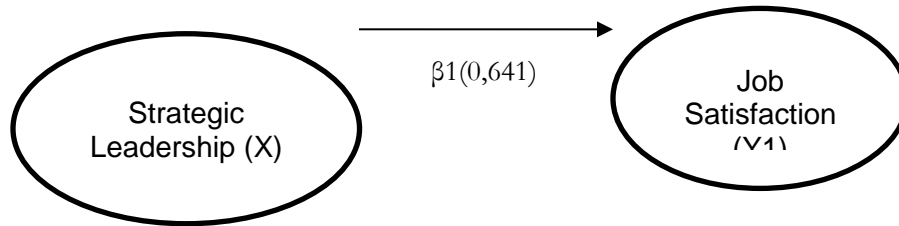


Figure 2. Sub-Structural Model 1

The t test result of regression analysis model 2 shown in table 8 as follows:

Table 8. Results of Test T Regression Analysis Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	12,125	3,217		3,769	0,000
Strategic Leadership	,303	,053	,483	5,702	0,000

Variable dependent: Employee capacity.

From the table above obtained the regression equation as follows:

$$Y2 = 12.125 + 0.303X$$

Furthermore, the discussion on the magnitude of the influence of each variable, namely strategic leadership (X) on employee capacity (Y2) of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia can be explained as follows:

Constant (a)

The results of the analysis showed that the value of the constant equals 12,125 units. This shows that if the value of strategic leadership is zero or non-existent, then the employee capacity is 12,125 or 1.2125%.

Constant Test A

If the sig value < α (0.05) then constant a is significant and vice versa. From the table above, a significant value of 0.000 < α (0.05) means that the constant value is significant.

Regression Coefficient of Strategic Leadership Influence (B)

The regression coefficient for strategic leadership is 0.303 units. This implies that a one-unit increase in the influence of strategic leadership on employee capacity results in a 0.303 unit increase in the influence of strategic leadership on employee job satisfaction, equivalent to 30.3%.

The significance value of 0.000 means that there is a strategic leadership influence on the capacity of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia employees.

The sub-structure 2 model can be described through figure 3 as follows:

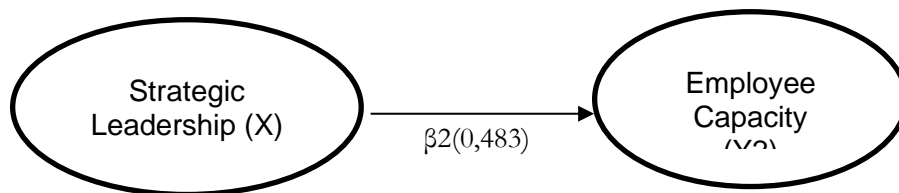


Figure 3. Substructural Model 2 (Insert Here)

The t test result of regression analysis model 3 shown in table 9 as follows:

Table 9. Test Results T Regression Analysis Model 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	4,769	2,868		1,663	0,099
Strategic Leadership	,433	,047	,662	9,142	0,000

Variable dependent: Employee capacity.

From the table above obtained the regression equation as follows:

$$Y3 = 4,769 + 0,433X$$

Furthermore, the discussion on the magnitude of the influence of each variable, namely strategic leadership (X) on employee performance (Y3) of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia can be explained as follows:

Constant (a)

The results of the analysis showed that the value of the constant equals 4,769 units. This shows that if the value of strategic leadership is zero or non-existent, then the employee capacity is 4,769 or 0.4769%.

Constant Test a

If the sig value < α (0.05) then constant a is significant and vice versa. From the table above, a significant value of 0.000 < α (0.05) means that the constant value is significant.

Regression Coefficient of Strategic Leadership Influence (B)

The regression coefficient for strategic leadership is 0.433 units. This signifies that a one-unit increase in the influence of strategic leadership on employee capacity leads to a 0.433 unit increase in the influence of strategic leadership on employee job satisfaction, equivalent to 43.3%.

The significance value of 0.000 means that there is a strategic leadership influence on the performance of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia employees. Sub-structure 3 can be described through figure 4 as follows:

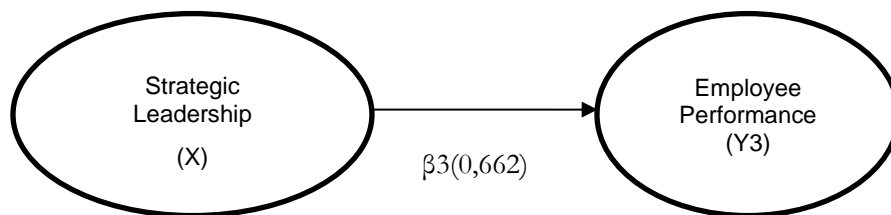


Figure 4. Sub-Structural Model 3 (Insert Here)

The t test result of regression analysis model 4 shown in table 10 as follows:

Table 10. Test Results T Regression Analysis Model 4

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	Std. Error	Beta		
(Constant)	1,315	2,165		,608	0,545
Job Satisfaction (Y1)	,139	,034	,264	4,108	0,000
Employee Capacity (Y2)	,681	,067	,653	10,150	0,000

Variable dependent: Employee capacity.

From the table above obtained the regression equation as follows:

$$Z = 1.315 + 0.139Y1+0.681Y2$$

Furthermore, the discussion about the magnitude of the influence of each variable, namely job satisfaction, employee capacity on employee performance (Z) the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia can be explained as follows:

Constant (a)

The analysis findings revealed that the constant value is 1.315 units. This shows that if the value of strategic leadership is zero or non-existent, then the employee capacity is 1,315 or 0.1315%.

Regression Coefficient of The Effect of Job Satisfaction (B)

The coefficient of job satisfaction regression is 0.139 units. This indicates that if the impact of job satisfaction on employee performance increases by one unit, with all other variables held constant, the effect of job satisfaction on employee performance will increase by 0.139 units or 13.9%.

Regression Coefficient of Employee Capacity Influence

The regression coefficient value of employee capacity is 0.681 units. This implies that if the impact of job satisfaction on employee performance increases by one unit, with all other variables remaining constant, the influence of employee capacity on employee performance is 0.681 units or 68.1%.

The significance value of 0.000 means that there is an influence on job satisfaction and employee capacity on the performance of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar Indonesia employees. Sub-structure 4 can be described as follows:

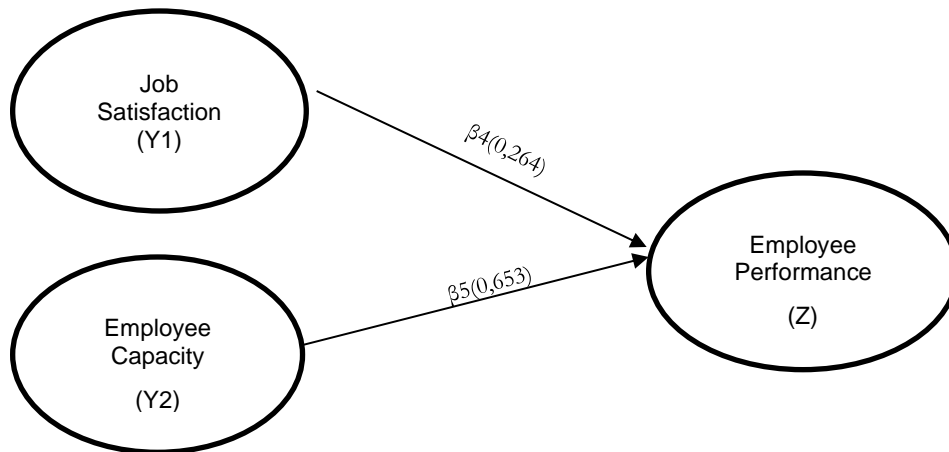


Figure 5. Sub-Structural Model 4 (Isert Here)

Path Analysis Results

Path analysis extends regression analysis by elucidating the indirect influence among established variables. The objective of this study is to investigate whether job satisfaction and employee capacity can act as mediators in the impact of strategic leadership on the performance of employees at the Office Balai Besar Meteorology, Klimatology, and Geofisika Region IV Makassar, Indonesia.

Direct and indirect relationships are described through figure 6 as follows:



Figure 6. Path Analysis Diagram

Direct Influence and Indirect Influence

Table 11. Direct and indirect influence of strategic leadership on Performance through Job Satisfaction and Work Capacity Employees

Variable influence	Direct influence	Indirect influence through job satisfaction	Indirect influence through working capacity	Total
Line 1				
X against Y1	0,641	-	-	0,641
Line 2				
X against Y2	0,483	-	-	0,483
Line 3				
	0,662	-	-	0,662
X against Z	0,264	-	-	0,264
	0,653			0,653
Line 4		(0,641 x 0,264) = 0,169		0,831
Y1 against Z			(0,483 x 0,653) = 0,315399	0,977

Indirect Influence of Strategic Leadership (X) on Employee Performance (Z) through Job Satisfaction (Y1)

$$\begin{aligned}
 X1 &= \beta1 \times \beta4 \\
 &= (0,641 \times 0,264) \\
 &= 0,169
 \end{aligned}$$

From these findings, it is evident that the indirect impact of strategic leadership on performance through job satisfaction of the employees at the office Balai Besar Meteorology, Klimatology, and Geofisika Region IV Makassar, Indonesia, is 16.90%.

Indirect influence of strategic leadership (X) on Employee Performance (Z) through Employee Capacity (Y2)

$$\begin{aligned}
 X1 &= \beta2 \times \beta5 \\
 &= (0,483 \times 0,653) \\
 &= 0,315399
 \end{aligned}$$

These results indicate that the extent of the indirect impact of strategic leadership on performance through the capacity of the employees at the office Balai Besar Meteorology, Klimatologi, and Geofisika Region IV Makassar, Indonesia, is 31.54%.

The total influence of strategic leadership (X) on performance (Z) through job satisfaction (Y1)

$$\begin{aligned} X1 &= \beta_3 + \beta_1 \times \beta_4 \\ &= 0,662 + (0,641 \times 0,264) \\ &= 0,662 + 0,169 \\ &= 0,831 \end{aligned}$$

Total influence of strategic leadership (X) on performance (Z) through employee capacity (Y2)

$$\begin{aligned} X2 &= \beta_3 + \beta_2 \times \beta_5 \\ &= 0,662 + (0,483 \times 0,653) \\ &= 0,662 + 0,315399 \\ &= 0,977 \end{aligned}$$

Based on table 11, the direct influence of this study is outlined as follows:

Influence of Strategic Leadership (X) on Job Satisfaction (Y1)

To determine the direct influence of Strategic Leadership on Job Satisfaction, we observe a positive correlation coefficient of 0.641. Additionally, the significance value of 0.000 is less than 0.05. This indicates that Strategic Leadership has a positive and significant impact on job satisfaction, thereby accepting the P1 hypothesis.

Influence of Strategic Leadership (X) on Employee Capacity (Y2)

To determine the direct impact of Strategic Leadership on Employee Capacity, we observe a positive correlation coefficient of 0.483. Furthermore, the significance value is 0.000, which is less than 0.05. This indicates that Strategic Leadership has a positive and significant effect on employee capacity, leading to the acceptance of the P2 hypothesis.

Influence of Strategic Leadership (X) on Performance (Z)

To determine the direct impact of Strategic Leadership on Employee Capacity, we observe a positive correlation coefficient of 0.662. The significance value of 0.000 is less than 0.05. This indicates that Strategic Leadership has a positive and significant effect on employee capacity, leading to the acceptance of the P3 hypothesis.

Effect of Job Satisfaction (Y1) on Performance (Z)

To determine the direct impact of Job Satisfaction on Performance, we observe a positive correlation coefficient of 0.264. The significance value of 0.000 is less than 0.05. This indicates that Job Satisfaction has a positive and significant effect on performance, leading to the acceptance of the P4 hypothesis.

Effect of Employee Capacity (Y1) on Performance (Z)

To determine the direct influence of Job Satisfaction on Performance, we observe a positive correlation coefficient of 0.653. The significance value of 0.000 is less than 0.05. This indicates that Job Satisfaction has a positive and significant effect on performance, leading to the acceptance of the P5 hypothesis. **Indirect Influences Are Described as Follows:**

Effect of Strategic Leadership on Performance via Job Satisfaction

To find out the value of the indirect influence of Strategic Leadership on Performance through Job Satisfaction can be seen from the results of multiplication of the correlation coefficient between the influence of Strategic

Leadership on Performance through Job Satisfaction obtained 0.169. The significance of $0.000 < 0.05$. Furthermore, the significance of indirect influence is tested with the following Sobel test:

Indirect Influence of Strategic Leadership on Performance Through Job Satisfaction

Table 12. Sobel Test Results the Influence of Strategic Leadership on Performance through Job Satisfaction

Input :			Test Statistic	Std.Error	p-value
a	0,797	Sobel test	3,6972172	0,02996389	0,00021798
b	0,139	Aroian test	3,67723469	0,03012671	0,00023578
s_a	0,092	Goodman test	3,71752906	0,02980017	0,00020116
s_p	0,034	Reset All			

Source: Primary data , 2023

According to the results of the Sobel test, with a p-value of 0.0002, it is evident that job satisfaction can act as a mediator in the impact of Strategic Leadership on Employee Performance.

Indirect Influence of Strategic Leadership on Performance through Employee Capacity

Table 13 Results of the Sobel Test Test the Influence of Strategic Leadership on Performance through Job Satisfaction

Input :			Test Statistic	Std.Error	p-value
a	0,303	Sobel test	4,98285833	0,04141057	6,3e-7
b	0,681	Aroian test	4,96463866	0,04156254	6,9e-7
s_a	0,053	Goodman test	5,00128007	0,04125804	5,7e-7
s_p	0,067	Reset All			

Source : Primary data , 2023

Employee capacity can mediate the influence of Strategic Leadership on Employee Performance.

Table 14. Summary of Hypothesis Test Results

No.	Hypothesis	Value	Sig	Conclusion
1.	Strategic leadership has a positive and significant effect on employee job satisfaction at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia.	0.641	0.000	Evident
2.	Strategic leadership has a positive and significant influence on the capacity of employees at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia.	0.483	0.000	Evident
3.	Strategic leadership has a positive and significant effect on employee performance at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia.	0.662	0.000	Evident
4.	Job satisfaction has a positive and significant effect on employee performance at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia.	0.264	0.000	Evident
5.	Employee capacity has a positive	0.653	0.000	Evident

	and significant effect on employee performance at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia.			
6.	Strategic leadership has a positive and significant effect on performance through employee job satisfaction at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia.	0.169	0.002	Evident
7.	Strategic leadership has a positive and significant effect on performance through employee capacity at the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia..	0.315	0.000	Evident

Discussion And Conclusion

DISCUSSION

Influence of Strategic Leadership on Job Satisfaction

The results showed that the coefficients of the free variables and the values of the constants are known. Order the linear regression equations to obtain the regression equations namely $Y1 = 15,843 + 0.797X$, strategic management (X) to employee job satisfaction (Y1) in the office of Balai Besar Meteorologi, Klimatologi, and Geofisika Region IV Makassar, Indonesia. Based on the results of the analysis, it was shown that the value of the constant is 15.843 units or 1.5843%, if the significance value is $0.000 < \alpha (0.05)$, which means that the value of the constant is significant. Although the regression coefficient of strategic management effect (b) is 0.797 units or 79.7% and the significance value is 0.000, it means that strategic management has an effect on the job satisfaction at employees of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia. This study reveals that leadership has a significant and positive effect on employee job satisfaction, the hypothesis is accepted. According to a study conducted in Yogyakarta Food and Drug Center, which shows the impact of leadership on work life, good leadership is experienced by employees and can create harmonious integration and encourage employee morale to achieve organizational goals (Kusuma and Lina, 2018).

According to research conducted (Asbari et al., 2020), according to which leadership has a high correlation with employee job satisfaction, a good leader is a person who can motivate, inspire, make employees feel comfortable collaboration with superiors and increasing employee job satisfaction. Other studies show that when employees feel comfortable working with their supervisors, employee job satisfaction increases. The results of the study show that leadership has an impact on employee job satisfaction. This shows that managers have a role in promoting employee job satisfaction in an organization (Iskandar, 2015).

Influence of Strategic Leadership on Employee Capacity

The results showed that the regression equation $Y2 = 12.125 + 0.303X$ in strategic management (X) on employee ability (Y2) in the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makasar, Indonesia. The regression coefficient (b) value of the influence of strategic management is 0.352 units or 35.2% and the significance value 0.000 means that strategic management affects the ability of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia.

(Rusdi, Parawangi and Malik, 2021) said that a good and competent leader is trained to manage various tasks and responsibilities with a mature strategy, where good leaders always do what is aimed at improving the existing quality, knowledge and skills in Makassar. Municipal Drinking Water District Corporation with respondents and employees in good standing. From the results of the descriptive analysis related to leadership (X) and

employee capability (Y), it can be argued that good HR capability is supported by managers who are able to make changes in employees to improve personnel capability and capacity.

According to previous research, the results of this study showed that there is a positive effect among managers (X1) on employee ability (Y). A simple regression analysis obtained the value of regression coefficient X1 which is 0.471 and the constant number is 8.230. The regression equation is $Y = 8.230 + 0.471 X1$. The equation means that if the value of the driver (X1) is increased, the value of the work ability of the worker (Y) will increase as a result of the change in the variable X1. The value of the regression coefficient X1 0.471 78 shows that the manager (X1) has a positive effect on the ability of the employee (Y). The test results showed the correlation coefficient $r(x1y)$ 0.638 and the coefficient of determination $r^2(x1y)$ 0.407, which means that the manager has a positive effect on the employee's work ability of 40.7%. This means that leadership has a great impact on employee performance (Khair, 2019), which means that the second regression analysis is accepted. Based on the results of the study and some conclusions of the same study, it can be concluded that managers strongly influence the ability of employees, where a good leader has ideas or inputs that can improve the ability of different employees. training or training activity or training.

Influence of Strategic Leadership on Performance

The results of this study show that strategic management (X) positively affects performance (Y3) of the office Balai Besar meteorologi, klimatologi and geofisika Region IV, Makassar, Indonesia. Model 3 obtained a regression coefficient X value of 0.433 through regression analysis. The regression equation is $Y3 = 0.476 + 0.433X$. The equation means that if the value of strategic management (X) is increased, as a result of changing the variable X, the value of employee efficiency (Y3) will increase. The value of regression coefficient X 0.476 shows that strategic management (X) positively affects employee performance (Y3). The results of the analysis showed that the value of the constant is 4769 units. This shows that if the value of strategic management is zero or completely absent, then the ability of the employee is 4.769 or 0.4769% and the significant value α 0.000 $< \alpha$ (0.05) obtained by Kostanta's test means significant constant value (a). The value of the regression coefficient (b) of strategic management is 0.433 units.

Based on the results obtained, it can be concluded that the effect of strategic management on the ability of the office Balai Besar Meteorologi, klimatologist and Geofisika Region IV Makasar Indonesia, the number of employees increased, the effect of strategic management on employee job satisfaction increased by 0.433 units or 43.3%. A significant value of 0.000 means that strategic management affects employee performance. According to a study on the impact of leadership on performance (Asbari et al., 2020), it is concluded that leadership has a dominant effect on employee performance due to the knowledge gap between highly diverse employees. 2) The effect of job satisfaction on employee outcomes. The results of hypothesis testing have been shown to be significant and management has an impact on employee performance.

A study (Untari, 2014) based on tests showed a correlation coefficient of $r(x1y)$ of 0.638 and a coefficient of determination of $r^2(x1y)$ of 0.407, which means that leadership has a positive effect on the financial results of the company. PT PLN (Persero), which is 40.7%, which means that it is said that the better the management of the manager in the management of the company, the better the financial performance of the company. Management is the way a manager runs his business. When a leader implements good leadership with a mature strategy, subordinates are prepared and happy in their work. If the subordinates feel comfortable and satisfied in their work, the performance of the company's employee will also be good and can bring more benefits to the company itself. Therefore, management has a role to play in influencing employee engagement. Based on the obtained research results and several other studies, it can be concluded that the activities of the office Balai Besar Meteorologi, Klimatologi, and Geofisika Region IV Makassar, Indonesia, Employees are influenced by strategic management..

Effect of Job Satisfaction on Employee Performance

The results of the study obtained from the T Test with regression analysis conducted obtained a regression equation that is $Z = 0.236 + 0.247Y1 + 0.687Y2$ which means that the constant value is equal to 0.236 units which indicates that if the strategic leadership value is zero or non-existent, then the employee capacity is 0.236

or 0.0236%. While the value of the regression coefficient of job satisfaction is 0.236 units which means that if the effect of job satisfaction on employee performance increases by one unit, while other variables remain then the effect of job satisfaction on employee performance by 0.236 units or 23.6%. Based on the results of the analysis obtained a significance value of 0.000 means that there is an effect on job satisfaction on the employee performance of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia. In line with other research that says that an employee who has high job satisfaction will have a good performance in the company so that it can have a positive impact on the company

Other research shows that there is a positive influence jointly between Leadership (X1) and Employee Job Satisfaction (X2) on Financial Performance (Y) 80 at PT PLN (Persero). Through double regression analysis obtained the value of the regression coefficient X1 which is 0.367, X2 is 0.220 and the constant number is 3.620. The regression equation is $Y = 3.620 + 0.367 X1 + 0.220X2$. The equation means that if the values of all the independent variables X1 and X2 are raised then the Financial Performance value (Y) rises following changes in the variables X1 and X2. Regression coefficient value X1 0.367 and regression coefficient X2 0.220 indicate that Leadership (X1) and Employee Job Satisfaction (X2) together positively affect Financial Performance (Y). The test results showed a correlation coefficient of $R_{y(x1x2)}$ of 0.664 and a coefficient of determination of $R^2_{y(x1x2)}$ of 0.441 meaning that employee leadership and job satisfaction have a positive influence on financial performance of 44.1% (Untari, 2014).

Based on the results of research and several previous studies it can be concluded that employee job satisfaction positively affects employee performance and it can be concluded that the fourth hypothesis is accepted. Thus, it can be said that the more satisfied employees in working in the company, the better and higher the level of performance that will be achieved by the company.

Effect of Employee Capacity on Employee Performance

Human resources represent a dynamic component capable of growth and development. They constitute a crucial element in the advancement of a company or organization. Many companies implement workforce training programs to cultivate competitive human resources.

The research findings yielded a significance value of 0.000, indicating a significant influence of job satisfaction and employee capacity on the performance of the office Balai Besar Meteorologi, Klimatologi, and Geofisika Region IV Makassar, Indonesia. employees. In line with research (Hamid & Kurniawaty, 2020) A study involving 77 employees of PT. PLN (Persero) in the distribution area of East Java service and network (APJ) in Malang demonstrated that both work ability and work motivation significantly contribute to enhancing employee performance. This suggests that higher levels of work capacity among employees lead to improved overall performance. Working capacity includes good physical abilities such as deft, having good stamina in work, intellectual abilities such as having a strong memory and a good understanding of company policies.

According to him, performance is influenced by 2 things, namely motivation and ability. A performance is formed by a combination of the motivation that exists in a person and his ability to carry out a job.

In additional research conducted (Fransiska & Tupti 2020), it was revealed that communication and workload partially impact performance, whereas work motivation does not have a significant effect. However, when examined simultaneously, communication, workload, and motivation collectively exert a significant influence on employee performance at the Population and Civil Registry Office of North Labuhanbatu. Employee performance remains a critical determinant of the advancement of both companies and government agencies. The onset of achievement is influenced by several driving factors, both from outside the individual and from within the individual.

While research of (Diwanti & Sarifudin 2021), strategic and well-managed human resource development can lead to the cultivation of high-quality individuals. The outcomes of effective human resource development efforts include the emergence of professional personnel equipped with technical competencies attained through activities such as job training, practical field experience, and recruitment processes. Indicators utilized in human resource development encompass training programs, salary structures, and working conditions. There is a noteworthy and positive impact of human resource development, organizational reinforcement, and

institutional reforms on the performance of employees in Islamic banking. Concurrently, these factors collectively influence performance, with institutional reform having a predominant effect on employee performance. Additionally, complementary moderation enhances the positive and significant influence of human resource development, organizational strengthening, and institutional reforms on the performance of Islamic banking employees. The findings from regression analysis and prior research suggest a correlation between work capacity and employee performance.

Influence of Strategic Leadership on Performance Through Job Satisfaction

The results of regression analysis on the indirect influence of Strategic Leadership (X) on Employee Performance (Z) through Job Satisfaction (Y1) obtained a value of $X1 = \beta_1 \times \beta_4 = (0.641 \times 0.247) = 0.158327$ which means it is known that the magnitude of indirect influence of strategic leadership on performance through job satisfaction of the office Balai Besar Meteorologi, Klimatologi and Geofisika Region IV Makassar, Indonesia employees is 15.83%.

(Agustin, Suharso, & Sukidin, 2019) said with 40 respondents showed there was a significant influence of leadership style variables on employee performance at PT. PLN (Persero) Situbondo area which can be seen from the magnitude of $F_{hitung} = 157,380 > F_{tabel} = 4.10$ with significance level $F = 0.000 < \alpha = 0.05$. The large percentage of leadership style towards employee performance at PT. PLN (Persero) Situbondo Area by 80.6%. Leadership entails guiding, inspiring, and coordinating all components within a group or organization to accomplish a common organizational objective. A leader should effectively assume the role of overseeing all areas within the company to effectively manage and motivate employees. Besides leadership, the success of a company, such as PT. PLN (Persero) Situbondo area, also relies on the contributions of high-performing employees to ensure the realization of organizational goals. Both employees and leaders play significant roles in contributing to the company's success.

Another study conducted by (Munasip, 2019), said the effect of compensation, leadership, and the work environment on the job satisfaction of PT employees. Pelindo I (Persero) Belawan, with a sample size of 59, demonstrated that the compensation variable has a partially negative and significant impact on employee job satisfaction. Conversely, both leadership and work environment variables have a partially positive and significant effect on employee job satisfaction. When considered simultaneously, compensation, leadership, and work environment collectively exert a positive and significant influence on job satisfaction. Effective leadership plays a crucial role in fostering job satisfaction, as it involves influencing and setting examples for followers to achieve organizational goals. Leaders can adapt to various situations and conditions, thereby implementing measures to enhance satisfaction levels among employees, making them feel valued and cared for.

While the research (Rivaldo & Ratnasari (2020), it was found that leadership does not exert a significant influence on employee job satisfaction, whereas motivation significantly affects job satisfaction. Furthermore, leadership, motivation, and job satisfaction directly impact employee performance, but leadership and motivation, when mediated through job satisfaction, do not affect employee performance. Since the significance value of leadership in relation to job satisfaction is 0.082, which is greater than 0.05, it was concluded that leadership does not have a significant effect on job satisfaction.

Influence of Strategic Leadership on Performance Through Working Capacity

By applying the right management style, the manager can motivate his employees to work optimally so that the employee's work results are better. When there is cooperation and good relations between managers and employees, the company improves its performance. Regression analysis results on the indirect effect of strategic management (X) through employee performance (Z) through employee ability (Y2) with $X1 = \beta_2 \times \beta_5 = (0.483 \times 0.653) = 0.315399$, which means that it is known, that the indirect effect of strategic management on performance through the ability of the office Balai Besar Meteorologis, Klimatologi and Geofisika Region IV Makassar Indonesia is 31.54%.

A study (Erri, Lestari, and Asymar 2021), encompassing all employees of PT Melzer Global Sejahtera with a sample size of 35 respondents, indicated a strong impact of leadership style on employee performance, with a

correlation coefficient test yielding a value of 0.703. The coefficient of determination, representing the influence of leadership style, accounted for 49.5% of the variance, leaving the remaining 50.5% influenced by other factors, which could be significant for future research. Another study by Gani (2020) focused on the performance of nurses at Lasinrang General Hospital in Pinrang Regency, revealing that a transformational leadership style had a positive and significant effect on the performance of hospital nurses.

A transformational leadership style in the participation, promotion, guidance and support of subordinates can improve the performance of nurses who better achieve the goal of nursing work. Another study (Hamid and Kurniawaty, 2020) analyzed the influence of factors of management style, motivation and work discipline on the performance of management machinery in Bajeng District, Gowa Regency, which shows management style, motivation and work discipline. and at the same time has a significant impact on the activities of the Bajeng District Administrative Unit of Gowa Regency. In part, it was found that the management style factor had the most dominant significant effect on the effectiveness of administrative machinery in Bajeng District, Gowa Regency. Inferential linear regression statistics showing a positive effect and relatively high significance between leadership style and performance. of.

CONCLUSION

Strategic Leadership has an effect on Performance through Job Satisfaction and Employee Capacity. This study only discusses strategic leadership as an independent variable, so it needs to be expanded and developed again in further research by adding other independent variables. The hope is that the implementation of Strategic Leadership can be optimized through various human resource development activities.

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