

THE INFLUENCE OF STRATEGIC LEADERSHIP AND PERCEPTIONS OF ORGANIZATIONAL SUPPORT ON THE JOB SATISFACTION OF BANK INDONESIA EMPLOYEES

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Abstract

This study examines how Bank Indonesia workers at the representative offices in Lhokseumawe and Banda Aceh perceive organizational support and its impact on their job satisfaction. 121 respondents provided the primary data that was used in this study. Structural Equation Modeling (SEM) is used in data analysis. The study's findings demonstrate that the work environment perceived organizational support, and strategic leadership all significantly and favorably affect employee job satisfaction. With quasi-moderation as the mode of moderation, the work environment as a moderating variable in this study can effectively moderate the influence between leadership and perceptions of organizational support on employee job satisfaction.

Keywords : *Strategic Leadership, Perception of Organizational Support, Job Satisfaction, Work Environment.*

1. INTRODUCTION

Human resources are the most important organizational assets because of their central role as implementing subjects for various policies and operational activities of banking organizations (Capriglione & Casalino, 2014). Organizational growth is also fully supported by quality human resources, where employees are the main assets and active actors in every organizational activity through organizational support (Irsyad et al., 2022). Management experts agree that human resources are the main source for achieving competitive advantage for organizations (Özçelik et al., 2019), where organizational performance is the impact of improving employee performance ((Khan et al., 2020).

Strategic Leadership has been a research focus in Strategic management studies for the last century. Strategic Leadership is conceptualized as “the process of forming a vision of the future, communicating it to subordinates, stimulating and motivating followers, and engaging in strategy-supportive exchanges with peers and subordinates” (Shao, 2019). Meanwhile, job satisfaction is a determining factor in increasing work performance. Successful banking organizations can only maintain their position based on good employee satisfaction for their workers (Bhardwaj et al., 2021). (Robbins & Judge, 2013) says that job satisfaction is the difference between the amount of reward a person receives and the expected reward (Bhardwaj et al., 2021).

Many studies have been conducted on job satisfaction and its impact, but unfortunately only a few studies have discussed the banking industry. It was found that higher output, bank loyalty, organizational performance, and reduced absenteeism were all correlated with employee performance. However, the most important thing is that job satisfaction presents employees' feelings towards their work and organization. According to (Mira et al., 2019), job satisfaction can be measured based on employees' feelings and emotions regarding their work conditions. Studies on job satisfaction have given rise to many factors that influence it, both internal and external factors. Previous studies in various contexts show that leadership and work environment factors are the variables that most often influence an employee's level of satisfaction. Previous studies state that job satisfaction is influenced by Strategic leadership factors (Azbari et al., 2019; Bhardwaj et al., 2021; Lu et al., 2019), work environment factors (Jaleha & Machuki, 2018; Raziq & Maulabakhsh, 2015), wage and reward factors (Lu et al., 2019; Staempfli & Lamarche, 2020), Job dissatisfaction factors related to safety, heavy workload, salary, promotion, recognition, and organizational policies (Alrawahi et al., 2020). Other research results confirm the strong impact of

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organizational culture and leader performance on job satisfaction (Meng & Berger, 2019). In a broader study (Zhang et al., 2019), examining the involvement of social media communication device factors can increase employee job satisfaction. However, this study only focuses on strategic leadership factors, perceptions of organizational support and the work environment. Strategic leadership theory is one of the best methods to address management literature to assess the efficacy and potential of managers as well as their inefficiencies (Masa'deh et al., 2019). Strategic Leadership is becoming increasingly important in the process of economic development of a nation. Therefore, one of the most important strategies that businesses implement to gain competitive advantage is to apply the concept of Strategic leadership.

Furthermore, in a study on the perception of organizational support felt by employees, it can increase job satisfaction (Côté et al., 2021), so that, at low levels of work involvement, feeling supported by the organization makes a difference to job satisfaction (Wen et al., 2019). Workers who consistently feel their organization's support will be more likely to respond positively to that support, deepen their affective attachment to that support, and will see the organization's goals as their own goals (Darmawan & Mardikaningsih, 2021; Eisenberger et al., 2020). According to (Kurtessis et al., 2017) leadership system support can encourage increased perceptions of organizational support by employees, including transformational leadership, and perceptions of supervisor support. POS is more closely related to transformational leadership compared to transactional leadership, which is more concerned with rewarding good performance with incentives (Eisenberger et al., 2020).

Several studies have found that the work environment influences job satisfaction (Kusmaningtyas, 2014; Wicaksono et al., 2023), and conversely research (Siregar et al., 2023; Wongkar et al., 2018) found that the work environment does not influence employee job satisfaction, either directly or indirectly. The differences in the results of this study are important information for the author to continue this study in the banking context, especially at Bank Indonesia representing Lhokseumawe. Based on the description above, this research examines the importance of strategic leadership and perceptions of organizational support in increasing employee job satisfaction, by involving work environmental conditions as a reinforcing effect in this relationship as a moderator.

2. IMPLEMENTATION METHOD**2.1 Location and Research Object**

This research was conducted at the Bank Indonesia Lhokseumawe Representative Office, Jalan Merdeka No. 1, Lhokseumawe City, Aceh. The object of this research is the employees of the Bank Indonesia Lhokseumawe Representative Office.

2.2 Population and sample

The population in this study were 85 employees of the Bank Indonesia Lhokseumawe representative office and 92 employees of the Bank Indonesia Banda Aceh representative office. And the total population is 177 respondents. The sampling technique used in the research was the census technique or total sampling. The census or total sampling technique is where samples are taken using all members of the population (Sugiyono, 2018). The number of samples in this study was 177 respondents.

2.3 Data Collection Techniques

The type of data used in this research is primary data, secondary data. Primary data, namely data collected from respondents used in this research using a questionnaire. The questions in the questionnaire are accompanied by answers using a 1 to 5 Likert Scale, where the answers provided on the scale are given a score or value.

2.4 Operational Definition of Variables

A brief definition of variables can be seen in Table 1 below:

Tabel 1

Operational Definition of Variables

Variables	Definition	Item
Strategic Leadership	Leadership that is able to align internal business processes and provide a path for sustainable development to maximize the work environment and human resource management in the banking industry.	<ol style="list-style-type: none"> 1. Complexity, 2. Comprehensive information integration, 3. Strategist, 4. Able to identify ideas and opportunities for change, 5. Implementation of organizational governance. <p>Source: Leisman et al., (2018)</p>
Perception of Organizational Support	Positive attitudes of employees regarding the organization's commitment to supporting and appreciating the contributions they make and the organization's concern for their welfare.	<ol style="list-style-type: none"> 1. My organization cares about my opinion, 2. My organization really cares about my welfare, 3. My organization takes my goals and values seriously, 4. Help is available from my organization when I have problems, 5. If honest, my organization will forgive my mistakes. <p>Source: (Teo et al., 2020)</p>
Work environment	Everything around workers, both inside and outside, including physical and non-physical things, affects the employees.	<ol style="list-style-type: none"> 1. Lighting, 2. Air temperature, 3. Noise, 4. Decoration/layout, 5. Employee relations. <p>Source: Badrianto & Ekhsan, (2020)</p>
Job satisfaction	Employees' emotional feelings that describe individual achievement of work goals, job performance, goal attainment, and fulfillment of their needs.	<ol style="list-style-type: none"> 1. Salary, 2. Promotion, 3. Awards, 4. Regulations, 5. Coworkers. <p>Source: Haitao, (2022)</p>

3. RESULTS AND DISCUSSION

3.1 Description of Respondent Characteristics

The characteristics of respondents in this study are place of work, gender, age, highest level of education, marital status and position of respondent. The targeted number of questionnaires was 177, however the respondents who filled out the questionnaires in this study were only 121 employees out of 177 employees at the Lhokseumawe representative office of Bank Indonesia and the Banda Aceh representative office. There are no outlier data so that all data entered from 121 questionnaires can be used in its entirety.

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Table 2 Characteristics of Respondents

Representative office	Frequency	Percent
Lhokseumawe	78	64,5
Banda Aceh	43	35,5
Total	121	100,0
Gender	Frequency	Percent
Male	106	87,6
Female	15	12,4
Total	121	100,0
Age of Respondent	Frequency	Percent
21-30 Years	12	9,9
31-40 Years	32	26,4
41-50 Years	57	47,1
> 51 Years	20	16,5
Total	121	100,0
Educational level	Frequency	Percent
High School/Equivalent	56	46,3
Diploma 3	9	7,4
Undergraduate	44	36,4
Postgraduate	12	9,9
Total	121	100,0
Marital status	Frequency	Percent
Marry	108	89,3
Not married	13	10,7
Total	121	100,0
Respondent's Position	Frequency	Percent
Assistant Director	3	2,5
Manager	4	3,3
Assistant manager	7	5,8
Staf	11	9,1
Executor	32	26,4
Assistant Supervisor	3	2,5
Assistant	6	5,0
Security	55	45,5
Total	121	100,0

Source: Processed data (2024)

Based on the data displayed in Figure 5.2 above, it can be explained that the number of employees from the Lhokseumawe representative office of Bank Indonesia is 78 people or 64%. Meanwhile, the remainder were 43 respondents or 36% of respondents who worked at the Bank Indonesia representative office in Banda Aceh. If we look at gender characteristics, there were 106 people or 88% of respondents in this study who were male. Meanwhile, the remainder were female respondents, namely 15 people or 12%.

If we look at the level of education, there were 12 people or 10% of respondents in this study who had a Masters level of education. Then there were 44 respondents or employees who had a Bachelor's degree or 36%. Next, there are 9 employees or respondents who have a Diploma 3 education level or 8%. Meanwhile, the remainder were respondents who had a high school education level or equivalent, namely 56 people or 46%. If we look at the characteristics or marital status, there are 108 people or 89% of respondents who are married, while the rest are unmarried

respondents, namely 13 people or 11%. If viewed from the highest to lowest position group, it can be explained that there are 3 respondents or 3% who occupy the position of Assistant Director, there are 4 people or 4% of respondents who occupy the position of manager. Then there are 7 people or 6% of employees who hold positions as assistant managers. And there are 11 people or 11% who have positions as staff. Furthermore, it was found that 32 respondents or 26% held executive positions. And there are 3 people or 3% as assistant supervisors. Then the employees who were respondents in assistant positions were 6 people or 5%. And the rest are employees with security positions, 55 people or 45%.

3.2 Measurement Model

The link between latent and manifest variables is described by the measurement model. The loading factor value—that is, the extent to which each manifest variable can be reflected by the newly constructed latent variable—will be ascertained using this measurement model. It is advised to utilize a loading factor value of at least 0.6. Confirmatory Factor Analysis is the analytical technique used in this study to calculate the loading factor value (CFA). The following table displays the measurement results for the variable construct:

Table 3
Construct Validity and Reliability Test Results

Variables	Construct Validity	Analysis Results	Cut of Value	Description
Strategic Leadership	<i>Convergent Validity</i> (CV)	Fulfilled	≥ 0.60	Good
	<i>Variance Extracted</i> (VE)	0,524	≥ 0.50	
	<i>Construct Reliability</i> (CR)	0,845	≥ 0.70	
	<i>Discriminant Validity</i> (DV)	0,724	≥ 0.70	
POS	<i>Convergent Validity</i> (CV)	Fulfilled	≥ 0.60	Good
	<i>Variance Extracted</i> (VE)	0,525	≥ 0.50	
	<i>Construct Reliability</i> (CR)	0,815	≥ 0.70	
	<i>Discriminant Validity</i> (DV)	0,724	≥ 0.70	
Work Environment	<i>Convergent Validity</i> (CV)	Fulfilled	≥ 0.60	Good
	<i>Variance Extracted</i> (VE)	0,557	≥ 0.50	
	<i>Construct Reliability</i> (CR)	0,834	≥ 0.70	
	<i>Discriminant Validity</i> (DV)	0,746	≥ 0.70	
Customer Satisfaction	<i>Convergent Validity</i> (CV)	Fulfilled	≥ 0.60	Good
	<i>Variance Extracted</i> (VE)	0,531	≥ 0.50	
	<i>Construct Reliability</i> (CR)	0,849	≥ 0.70	
	<i>Discriminant Validity</i> (DV)	0,729	≥ 0.70	

Based on the data presented in the table above, it can be explained that the goodness of fit test and construct validity values have met the requirements, so that all construct measurement indicators in this research can be used to measure the research model.

3.3 Research Structure Model Without Moderating Effects

The structural model is the overall relationship between exogenous and endogenous constructs after undergoing a moderating process, which can be seen in Figure 1 below.

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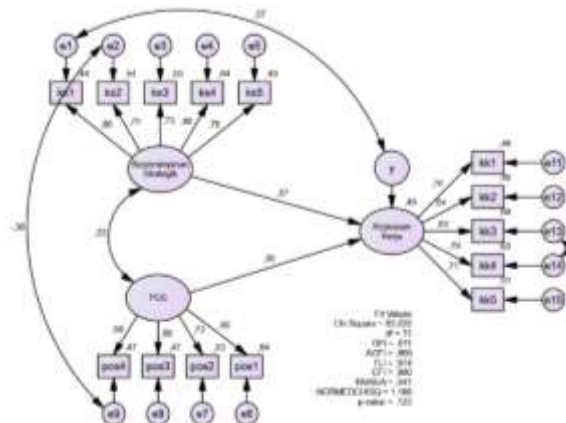


Figure 1 Structural Model without Moderation
Source: Processed data (2024)

Table 4 below then displays the regression weight value for the impact of POS and strategic leadership on worker job satisfaction:

Table 4
Effect of Exogenous Variables on Endogenous Variables

			Stanadardize d Estimate	Estimat e	S.E.	C.R.	P
Kepuasan_Kerj a	<--	Kepemimpinan_Strategi k	0,569	0,569	0,10 3	5,51 2	** *
Kepuasan_Kerj a	<--	POS	0,302	0,236	0,06 8	3,45 1	** *

Source: Processed data (2024)

Table 4 explains that the regression weight value of strategic leadership on job satisfaction is 0.569 and the significance value is 0.000. Then perceived organizational support (POS) was found to have an effect on job satisfaction, with a regression weight value of 0.302 with a significance value of 0.000.

3.4 Research Structure Model with Moderating Effects

Moderating factors are those that affect the link between the independent and dependent variables, either by strengthening or weakening it. The second independent variable is another name for the moderating variable (Sugiyono, 2018). There are various techniques in SEM for evaluating the moderating impact. The Ping approach is one way to measure the moderating influence of complex SEM. Ping (1995) asserts in (Ghozali, 2016) that the indication of a moderating latent variable ought to be derived from a single sign. The moderator variable indicator and the exogenous latent variable indicator combine to form one single indicator. For instance, the latent variable Z affects the relationship between X and Y, where Y is the dependent manifest variable and X and Z

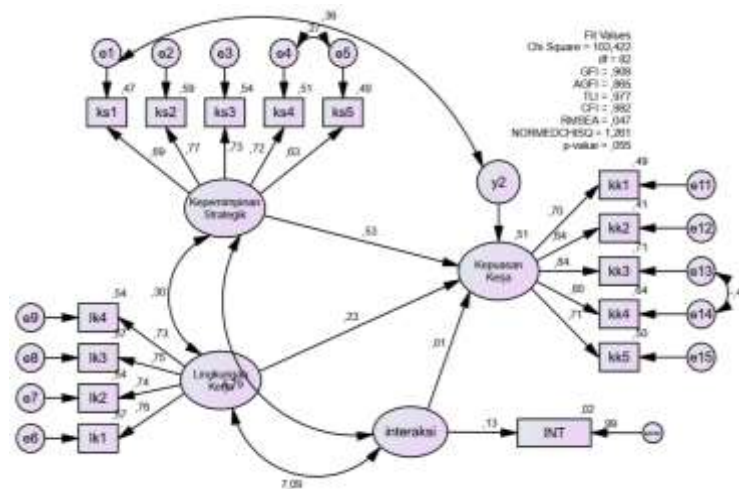


Figure 2 Moderating Effects on Strategic Leadership

Source: Processed data (2024)

Furthermore, Table 5 shows the results of the regression weight of the moderating effect of the work environment on strategic leadership on job satisfaction of employees of Bank Indonesia Lhokseumawe Representative Office and Banda Aceh Representative Office.

Tabel 5 Regression weight Moderating Effect of Work Environment

			Stand. Estimate	Estimate	S.E.	C.R.	P
Kepuasan_Kerj a	<-- -	Kepemimpinan_Strategik	0,531	0,514	0,09 4	5,45 3	***
Kepuasan_Kerj a	<-- -	Lingkungan_Kerja	0,233	0,189	0,06 4	2,93 6	0,00 3
Kepuasan_Kerj a	<-- -	interaksi	0,011	0,008	0,00 2	4,12	***

Source: Processed data (2024)

Table 5 indicates that the direct impact of strategic leadership on job satisfaction has a standardized regression weight value with a significant value of 0.000 and a parameter coefficient value of 0.531. Next, there is a direct relationship between the work environment and job satisfaction, with a significance value of 0.003 and a parameter coefficient of 0.233. Additionally, with a parameter coefficient value of 0.011 and a significance value of 0.000 or significant at 0.05, the interaction between strategic leadership and the work environment also significantly affects job satisfaction. It is possible to conclude that the sort of moderation is a quasi-moderation based on the values of each variable. Consequently, it can be concluded that the work environment variable is both an exogenous factor that directly affects employee job satisfaction and a moderator factor that interacts with strategic leadership to affect employee job satisfaction at Bank Indonesia's representative offices in Lhokseumawe and Banda Aceh.

3.5 Discussion and Result

3.5.1 The influence of strategic leadership on job satisfaction of Bank Indonesia Lhokseumawe and Banda Aceh Representative Office Employees.

Table 5 shows that the crucial value (CR) of the analysis conducted with AMOS 22.0 is 5.512, which is the same as the t-calculation for the impact of strategic leadership variables on employee job satisfaction. This t-calculated value is less than the normal 0.05 and has a probability (significance) value of 0.000, which is above the t-table value of 1.98. Thus, it can be said that strategic leadership significantly affects Bank Indonesia workers' job satisfaction. This indicates that the initial hypothesis (H_1) that was previously put out is true. The results of this research are in

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line with research by (Bryan & Vitello-Cicciu, 2022), which states that strategic leadership can encourage increased employee job satisfaction. In research in the public sector (Kartini & Bagus, 2021; Kumalasari & Efendi, 2022), it is stated that leadership significantly influences employee job satisfaction so that it has a direct impact on employee performance. Findings show a positive and significant relationship between transformational leadership and job satisfaction among workers during the Covid-19 pandemic (Almohtaseb et al., 2021; Butt et al., 2020). Furthermore, in research (Allozi et al., 2022), in several industries in European countries and Jordan, a significant relationship was found between POS and employee job satisfaction.

3.5.2 The influence of POS on job satisfaction of Bank Indonesia Employees Representatives in Lhokseumawe and Banda Aceh.

Table 5 shows that the critical value (CR) of the analysis conducted using AMOS 22.0 is 3.451, which is the same as the t-calculation for the impact of the Perception of Organizational Support (POS) variable on employee job satisfaction. This t-calculated value is less than the normal 0.05 and has a probability (significance) value of 0.000, which is above the t-table value of 1.98. Thus, it can be said that Bank Indonesia workers' job happiness is significantly impacted by their perception of organizational support, or POS. This indicates that the previously put forth second hypothesis (H_2) is acceptable.

The results of this research are in line with the research results of (Agustyna & Prasetyo, 2020), who analyzed the influence of perceptions of organizational support and job satisfaction in private companies, finding that the higher the organizational support for employees, the greater the company's employee satisfaction. (Li et al., 2020; Li & Zhou, 2013) found a significant influence between organizational support on nurses' job satisfaction. POS was also found to have a positive effect on psychological empowerment and job satisfaction (Maan et al., 2020). Organizational support theory states that employee work effort is based on how aware and comfortable the employee is in the organization.

3.5.3 The influence of the work environment on job satisfaction of employees at the Lhokseumawe and Banda Aceh Bank Indonesia Representative Offices.

Table 5.22 shows that the critical value (CR) of 2.936 was derived from the analysis using AMOS 22.0, which is the same as the t-calculation for the impact of work environment variables on employee job satisfaction. This t-calculated value is less than the normal 0.05 and has a probability (significance) value of 0.003, which is above the t-table value of 1.98. Thus, it can be said that Bank Indonesia workers' job happiness is significantly impacted by their work environment. This indicates that the previously proposed third hypothesis (H_3) is accepted.

The results of this research are in line with various studies that have been conducted in various aspects, including in the banking industry, and generally they agree that the work environment is a determining factor in increasing job satisfaction and employee performance (Kusmaningtyas, 2014; Siregar et al., 2023). Then research by (Astutik, 2017), found that employee job satisfaction was significantly influenced by the work environment and motivation. This means that employees are more likely to feel satisfied with their jobs when they work in a positive and motivated environment.

The same thing was also conveyed by (Wicaksono et al., 2023), that the work environment influences job satisfaction. However, several other studies have found that the work environment does not significantly influence employee job satisfaction (Siregar et al., 2023; Wongkar et al., 2018). This means that employees do not consider the work environment important, but there are several other factors that influence employee job satisfaction, such as rewards and work motivation.

3.5.4 The work environment moderates the relationship between strategic leadership and job satisfaction of Bank Indonesia Lhokseumawe and Banda Aceh Representative Office Employees.

Table 5.22 shows that the critical value (CR) of the analysis conducted with AMOS 22.0 is 4.12, which is the same as the t-calculation for the impact of work environment factors on employee job satisfaction. This t-calculated value is less than the normal 0.05 and has a probability (significance) value of 0.000, which is above the t-table value of 1.98. Thus, it can be said that Bank Indonesia workers' job happiness is significantly impacted by their work environment. This indicates that the previously proposed fourth hypothesis (H_4) is accepted.

The type of moderation found is quasi moderator (pseudo moderator). It is called a pseudo moderator because the work environment functions as an exogenous (independent) variable and at the same time interacts with other independent variables (X). Thus, it can be said that the work environment variable is an exogenous (independent) variable which directly influences the job satisfaction of Bank Indonesia employees, but also as a moderator variable which interacts with strategic leadership and then influences the job satisfaction of Bank Indonesia employees.

The results of this research are in line with research by Ahmad et al., (2018) examining the involvement of work environment moderation between leadership and job satisfaction. And the results explain that the work environment can strengthen the relationship between strategic leadership and employee job satisfaction. Then (Hanafi & Syah, 2021), examined the relationship between work environment moderation and employee job satisfaction. Further findings show that the physical environment negatively moderates the relationship between job satisfaction and employee performance (Inuwa & Muhammad, 2016).

4. CONCLUSION

Based on the research results as explained in the discussion section, several conclusions can be formulated, as follows:

1. Job satisfaction is positively and significantly impacted by strategic leadership. This indicates that if the company adopts a successful leadership style, it will impact how satisfied Bank Indonesia employees are with their jobs.
2. There is a noteworthy and favorable correlation between job satisfaction and perceptions of organizational support (POS). This implies that improving each employee's level of support from the company will boost work satisfaction for Bank Indonesia staff members.
3. Job satisfaction is positively and significantly impacted by the work environment. This implies that improving work environment design by employee expectations can positively impact job satisfaction for Bank Indonesia staff members.

5. Suggestion

Based on the research conclusions as stated above, several suggestions can be given as follows:

1. Job satisfaction is an important factor in encouraging increased employee and organizational performance, including in human resource management at Bank Indonesia. For this reason, organizations, through their management, need to pay attention to the values and leadership styles applied. Strategic leadership style is an important factor in increasing employee job satisfaction. Based on the results of this research, the author provides several suggestions, especially related to the ks3 indicator, namely "Leaders at Bank Indonesia are leaders who are strategic experts", and ks4, namely "Leaders at Bank Indonesia are able to identify ideas and opportunities for change". These two items have the lowest loading values, so the author provides suggestions to organizations to improve the strategic ability of a leader and the leader's ability to identify ideas and ideas from employees for the progress of the organization.
2. The results of this research also found that employees perceive positively any organizational support for employees, so that this factor can increase the job satisfaction of Bank Indonesia employees. However, from the results of this research the author provides several suggestions related to indicator or item post1, namely "Bank Indonesia organizations really care about the

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opinions of employees". This item has the lowest loading value, and this is an input for organizational leaders to have greater respect and care for their employees.

3. The work environment was found to influence job satisfaction directly or through its moderating role. Based on the research results, it was found that item Ik2 "The work or office environment has a good (cool) and comfortable air temperature" was the item with the lowest loading value. For this reason, the author suggests to organizational leaders to pay attention to more comfortable work space conditions. A comfortable work environment with good air and temperature will provide job satisfaction for employees.

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