

# Strategic Leadership, Person-Job Fit, and Employee Satisfaction: Key Drivers of Organizational Performance at PT. STP

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## ABSTRACT

This study investigated the impact of strategic leadership and person-job fit on employee satisfaction at PT. STP. Utilizing a quantitative-associative approach, the research employed probability sampling and a Likert scale to measure variables. The study demonstrates that strategic leadership has a profound and statistically significant positive effect on employee satisfaction, influenced by the congruence between employees' personal characteristics and job responsibilities. The results show that strategic leadership positively correlates with employee satisfaction, with a regression coefficient of 0.409 and a T-test value of 7.834. Additionally, the person-job fit variable exhibited significant correlations with employee satisfaction, with a regression coefficient of 0.709 and a T-test of 4.103. The study concludes that strategic leadership and person-job fit are crucial factors in enhancing employee satisfaction, ultimately contributing to organizational effectiveness.

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## 1. INTRODUCTION

Employees' efficacy directly impacts an organization's overall effectiveness, as proficient performance by qualified personnel is imperative to ensure the systematic and effective execution of firm activities. The quality of human resources within a company or organization significantly influences its overall effectiveness and productivity, subsequently shaping its strength and competitiveness compared to other enterprises (Anggraini & Hapsari, 2023; Krishnan et al., 2023).

Job satisfaction is a multidimensional construct encompassing essential elements, joy factors, and performance variables contributing to employee contentment. It plays a pivotal role in influencing employee performance, constituting a crucial component of employee success, and is achieved through adept human resource management, contributing to a competitive edge and exemplary performance (Omoghie et al., 2021; Yusuf & Wulandari, 2023; Nawari, 2023).

Job satisfaction plays a pivotal role in shaping work outputs, influencing work processes, and enhancing overall corporate performance, encompassing both positive and negative dimensions, where higher job satisfaction corresponds to a more positive emotional state. Its cultivation is crucial for fostering employee happiness, which in turn significantly impacts employee performance, with strategic leadership exerting a significant impact on employee satisfaction by cultivating happiness

and trust, thereby elevating employee satisfaction within any organization (Setianingrum & Ekhsan, 2021; Sinuraya & Ekawati, 2023; Uzundemir et al., 2023; Chummun & Nleya, 2021).

Leaders characterized by elevated moral standards and confidence can serve as exemplary role models for their workforce, instilling motivation and energy to represent the organization effectively and fostering robust relationships between employees and leaders, which is crucial for strategic leadership to determine employee success and ensure adherence to established regulations, thereby cultivating a healthy competitive environment within the organization (Yazdanshenas, M., & Mirzaei, M. 2022).

As Ketkaew et al. (2020) highlighted, person-job fit significantly determines employee success. This concept involves an individual's capacity to fulfill the requirements of their profession. Sun et al. (2023) discovered a notable association between person-job fit and employee success, underscoring the importance of role alignment for organizational success. Furthermore, Du et al. (2023) reported a strong correlation between person-job fit and employee satisfaction, indicating that finding roles that match their abilities enhances job happiness and overall capabilities.

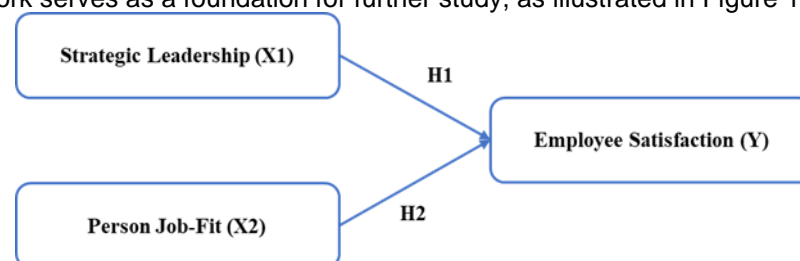
Like numerous other manufacturing entities, PT. STP encounters recurring challenges in its daily operations. A pervasive issue involves a decline in performance, as measured by employee productivity. This performance deterioration manifests in reduced employee output and increased production downtime, resulting in financial losses and adverse effects on employee performance. Consequently, elevated turnover rates have emerged as a critical concern. Against these challenges, this study focuses on the intricate relationship between Employee Satisfaction and Employee Performance, influenced by the interplay of personal job fit and Strategic Leadership.

## 2. RESEARCH METHOD

This study employed a quantitative-associative approach, utilizing probability sampling and a Likert scale for data collection. The analytical techniques included validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, simultaneous tests, and partial tests. The sample comprised all employees at PT STP ( $n = 100$ ), selected through non-probability purposive sampling. Primary data were collected exclusively from questionnaires adapted for online administration through Google Forms using an ordinal scale (Likert scale) to measure variables.

The study adhered to a quantitative methodology with fundamental principles such as concreteness, objectivity, measurability, rationality, and systematicity (Sugiyono, 2018). The investigation focused on two temporal points, T-1 and T-2, adopting a cross-sectional temporal horizon by conducting the research at a single point in time. The objectives were to assess the impact of strategic leadership on employee satisfaction (T-1) and to examine the influence of person-job fit on employee satisfaction (T-2).

This study integrates a thorough review of existing research and theoretical frameworks to identify multiple factors that significantly affect Employee Satisfaction. It focuses on the roles of Strategic Leadership and Person-Job Fit in shaping Employee Satisfaction. The study uses a cognitive framework grounded in prior scholarly research to investigate the influence of these factors on employee performance, formulating hypotheses based on these theoretical foundations. The resulting framework serves as a foundation for further study, as illustrated in Figure 1.



## 3. RESULTS AND DISCUSSIONS

The variables Strategic Leadership (X1), Person Job-Fit (X2), and Employee Satisfaction (Y) were subjected to a descriptive analysis. The findings of this study were classified into five categories: shallow, low, moderate, high, and very high.

## Descriptive Analysis Results of Strategic Leadership Variables (X1)

**Table 1.** Strategic Leadership Descriptive Analysis (X1)

Variables, Dimensions, Items	Average	Category
<i>Strategic Leadership</i>	3,67	High
<i>Transform Leadership</i>	3,69	High
The leaders in the company consistently foster enthusiasm for work (TF1-1)	3,82	High
I have complete faith in the leader (TF1-2)	3,65	High
The leaders encourage all employees to express their ideas and opinions (TF1-3)	3,78	High
The leaders serve as my inspiration (TF1-4)	3,64	High
The leaders remind each employee of their duties and responsibilities (TF1-5)	3,90	High
The leaders remind employees to demonstrate loyalty to the company (TF1-6)	3,70	High
The leaders motivate me to generate innovations (TF1-7)	3,51	High
The leaders guide employees in finding innovative solutions to problems (TF1-8)	3,57	High
The leaders assist the employee when he encounters difficulties in completing tasks (TF1-9)	3,44	High
The leaders pay attention to my work (TF1-10)	3,74	High
The leaders ensure the availability of raw materials for the workers to utilize (TF1-11).	3,74	High
<i>Transactional Leadership</i>	3,65	High
Believe when the leaders provide an assessment of employee satisfaction (TF2-12)	3,67	High
The leaders instruct employees on what they must do to be rewarded for their work (TF2-13).	3,80	High
The leaders tell employees to work according to company standards. (TF2-14)	3,79	High
The leaders support employees in taking new and innovative initiatives (TF2-15)	3,76	High
The leaders do not require employees to work overtime. (TF2-16)	3,42	High
The leaders are open to negotiating salaries with employees (TF2-17)	3,38	High

Descriptive analysis of the Strategic Leadership variable in PT STP. As presented in Table 1, STP reveals an average value of 3.6, indicating a high classification. Specifically, the transformational leadership dimension scored 3.69, and the transactional leadership dimension scored 3.65, falling within the high category.

## Descriptive analysis results of person-job fit variables (X2)

The descriptive analysis of the Person Job-Fit variable, as presented in Table 2, reveals the following results:

**Table 2.** Person Job-fit description analysis (X2)

Variables, Dimensions, Items	Average	Category
<i>Person Job-Fit</i>	4,03	Very High
<i>Demand Abilities-Fit</i>	4,00	Very High
My current job aligns with the competencies I possess (DA1-1).	4,07	Very High
The training in which I have participated is highly suitable for the requirements of my job (DA1-2)	3,94	High
The work I am currently doing is truly fascinating to me. (DA1-3)	3,83	High
<i>Demand Supplies-Fit</i>	4,06	Very high
The skills I possess support my duties and work effectively (DS2-4)	4,00	Very high
The attributes I seek in a job are best fulfilled by the job I am currently doing (DS2-5)	4,01	Very high
I feel that the job I am currently doing gives me most of what I want from a job (DS2-6)	4,08	Very high

Source: Data Processing Results

The descriptive analysis of the Person Job-Fit variable at PT STP. As presented in Table 2, PT STP reveals an average value of 4.03, indicating a very high classification. All variable dimensions scored extremely high, with Demand Ability-Fit and Need Supplies-Fit averaging 4.03 and 4.06, respectively. The Demand Ability-Fit dimension, precisely item DA1-1, scored 4.07, and items DS2-4, DS2-5, and DS2-6 in the Demand Supply-Fit dimension scored 4.00, 4.01, and 4.08, respectively, all falling within the very high range.

Results of the descriptive analysis of the Employee Satisfaction (Y) variables.

The descriptive analysis of the Employee Satisfaction variable, as presented in Table 3, reveals the following results:

**Table 3.** *Employee Satisfaction Description Analysis (Y)*

Variables, Dimensions, Items	Average	Category
<i>Employee Satisfaction</i>	3,90	High
<i>Work Itself</i>	3,94	High
I have great control over my work (WISH 4-1)	3,90	High
I am delighted with my physical condition at work (WISH 4-2)	3,82	High
I have excellent materials and tools that I need to do a good job (WISH 4-3)	3,88	High
I have great opportunities to learn and grow (WISH 4-4)	3,81	High
I have a great and clear career path in this company (WISH 4-5)	3,98	High
Excellent work suitability and personality	3,83	High
I feel that I have made a significant contribution to the company's vision and mission (KKK2-1)	3,56	High
I can maintain an outstanding balance between work and personal life (KKK2-2)	3,86	High
I feel great being part of a team working towards a common goal (KKK2-3)	3,82	High
<i>Wages &amp; Promotions</i>	3,89	High
I am delighted with the leave and sick policies provided by the company (UPH 1-1)	3,97	Very High
I am delighted with the employment insurance provided by the company (UPH1-2)	3,92	High
Overall, I am delighted with the bonuses distributed by the company (UPH1-3)	4,26	Very High
<i>Attitude of Colleagues</i>	3,90	High
My supervisor treats me with respect (SKK3-1)	3,84	High
My supervisor treats me fairly (SKK3-2)	3,86	High
There is effective communication among divisions (SKK3-3).	3,98	High

Source: Data Processing Results

The descriptive analysis of the Employee Satisfaction variable at PT STP. Table 3 presents PT STP with an average value of 3.90, indicating a high classification. All dimensions of the variable scored highly, with Work Itself, Job Appropriation, and Personality, Wages, and Promotions, and Colleague Attitudes averaging 3.94, 3.83, 3.89, and 3.90, respectively. Specifically, the dimension of Wages and Promotions, as measured by items UPH1-3, scored 4.26, falling within the highly high category.

Results of the validity test for the Strategic Leadership variables (X1).

The validity test of the Strategic Leadership variable, comprising 17 questions, yielded the following results:

**Table 4.** Results of the validity test for the Strategic Leadership variable (X1)

Question Items	R Count	Symbols	R Table	Information
The leaders always inspire enthusiasm for work.	0,485	>	0,19	Valid
I have complete faith in the leadership	0,610	>	0,19	Valid
Leaders encourage every employee to express ideas and opinions	0,488	>	0,19	Valid
The leaders inspire me	0,540	>	0,19	Valid
The leader reminds each employee of their duties and responsibilities.	0,498	>	0,19	Valid
The leaders remind employees to be loyal to the company	0,495	>	0,19	Valid
The leader motivates me to come up with innovations	0,612	>	0,19	Valid
The leaders guide employees to find new ways to solve problems	0,686	>	0,19	Valid
My leader helps me when I encounter difficulties in completing my work	0,664	>	0,19	Valid

Question Items	R Count	Symbols	R Table	Information
The leader pays attention to me while I am performing my job	0,489	>	0,19	Valid
The leader ensures the availability of raw materials for workers to utilize	0,499	>	0,19	Valid
Employees trust the leaders when they provide assessments of employee satisfaction	0,622	>	0,19	Valid
The leader informs employees about the steps to be taken to be rewarded for each task	0,373	>	0,19	Valid
The leader instructs employees to work by company standards	0,519	>	0,19	Valid
Leaders encourage employees to take new and innovative initiatives	0,580	>	0,19	Valid
Leaders do not require employees to work overtime	0,516	>	0,19	Valid
Leaders are open to negotiating salaries with employees	0,458	>	0,19	Valid

Source: Data Processing Results

The statistical analysis of the Strategic Leadership variable (X1) using SPSS, as presented in Table 4, reveals significant correlation coefficients ( $r$  values) for all question items. The  $r$  values range from 0.373 to 0.686, all exceeding the critical threshold of 0.19. This suggests that the Strategic Leadership variable (X1) contains no erroneous question items, indicating that all questions are valid and can proceed to further assessment.

Validity Test Results for Person Job-fit Variables (X2)

The validity test for the Person Job-Fit variable (X2), comprising six questions, yielded the following results:

**Table 5.** Person Job-Fit Validity Test Results (X2)

Question Items	R Count	Symbol	R Table	Information
My current job aligns with the competencies I possess.	0,497	>	0,19	Valid
The trainings I have attended are relevant to the requirements of my job	0,660	>	0,19	Valid
The work I am currently engaged in genuinely interests me	0,737	>	0,19	Valid
The skills I possess are well-suited to my responsibilities and tasks	0,780	>	0,19	Valid
My current position fulfills the attributes I seek in a job.	0,688	>	0,19	Valid
I feel that the job I am currently engaged in provides me with most of what I desire from a job	0,598	>	0,19	Valid

Source: Data Processing Results

The statistical analysis in Table 5 reveals that all items of the Person Job-Fit variable (X2) exhibit significant  $r$  values, ranging from 0.497 to 0.780. These values exceed the critical threshold of 0.19, indicating that all items are valid and can proceed to further assessment without invalid question items.

Validity Test Results of Employee Satisfaction Variables (Y)

The validity test for the Employee Satisfaction variable, comprising 14 questions, yielded the following results:

**Table 6.** Employee Satisfaction Validity Test Results (Y)

Question Items	R Counts	Symbol	R Table	Description
I am satisfied with the company's leave and sickness policy	0,451	>	0,19	Valid
I feel I contribute to the company's vision and mission	0,481	>	0,19	Valid
My manager treats me with respect	0,639	>	0,19	Valid
I can maintain a reasonable balance between work and personal life	0,614	>	0,19	Valid
I am satisfied with the employment insurance provided by the company	0,564	>	0,19	Valid
My manager treats me fairly	0,527	>	0,19	Valid
My work can be well-controlled	0,601	>	0,19	Valid
I am satisfied with my physical condition at work	0,426	>	0,19	Valid
Effective communication between divisions	0,551	>	0,19	Valid
I have enough materials and tools that I need to do a good job	0,416	>	0,19	Valid
Overall, I am satisfied with the bonuses distributed by the company	0,391	>	0,19	Valid
I have opportunities to learn and grow	0,496	>	0,19	Valid
I feel part of a team working towards a common goal	0,577	>	0,19	Valid
I have a clear career path in this company	0,266	>	0,19	Valid

Source: Data Processing Results

The SPSS output in Table 6 reveals that all Employee Satisfaction (Y) variable items exhibit significant R-values, ranging from 0.266 to 0.639. These values exceed the critical threshold of 0.19, indicating that all items are valid and can proceed to further assessment without invalid question items.

#### 4. CONCLUSION

The present study provides robust evidence for the positive influence of strategic leadership and person-job fit on employee satisfaction. The findings suggest that strategic leadership directly and statistically significantly impacts employee satisfaction, mediated by person-job fit. Substantial correlation coefficients and regression analysis support this relationship. The study's outcomes underscore the importance of strategic leadership and person-job fit in enhancing employee satisfaction, thereby contributing to organizational effectiveness. The results of this study have significant implications for human resource management and organizational performance, highlighting the need for organizations to prioritize strategic leadership and person-job fit to improve employee satisfaction and overall organizational effectiveness.

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