The Influence Of Strategic Management Process And Leadership Style On Organizations Performance Mediated By Job Satisfaction In Directorate General Of Defense Strategy

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ABSTRACT

The research methodology uses a quantitative approach by distributing questionnaires to 209 respondents and all data obtained is processed and analyzed using Structural Equational Modeling (SEM).

The results of the research at the Directorate General of Defense Strategy found that the Leadership Style has a significant effect on Organizational Performance mediated by Job Satisfaction, both directly and indirectly, compared to the Strategic Management Process which is mediated by Job Satisfaction. This shows that the leadership style applied in the organization is more prominent, with the character of a leader who has an experienced capacity and capability, in addition it will have a very significant impact on Organizational Performance and impact on Job Satisfaction for all employees, the application of appropriate leadership style in accordance with the development of situations and conditions will increase employee satisfaction so that it can also have an impact on improving organizational performance and facilitate the achievement of goals.

The study recommends to stakeholders in an effort to improve and develop the ability of all the candidates in the Strategic Management Process to achieve the goals of the organization's goals.

KEYWORDS; *Strategy Management Process, Leadership Style, Job Satisfaction and Organizational Performance.*

I. INTRODUCTION

The Directorate General of Defense Strategy of the Ministry of Defense which consists of; Secretariat of Directorate General of Strahan, Directorate of Strategic Policy, Directorate of Deployment, Directorate of Strategy Analysis, Directorate of International Cooperation, Directorate of Defense Areas, and Directorate of Regulations and Legislation. In managing the organization to achieve its goals according to its vision and mission and to maintain the ability of employees properly, the organization must prepare its employees to be skilled, trained and educated through a good and measurable planning process. The role of leadership style in coloring the organization has a positive effect on job satisfaction of an employee even more so applying the strategic management process in managing the organization. According to Sondang P. Siagian (2012), directed to increase the effectiveness and productivity of organizations / companies in dealing with changing external conditions with high dynamics. Leaders who are credible plan and carry out the organization's strategic management process that is good and right, then the executing element will have the perception that they also feel ownership and become an important part of the unit and goals of the organization.The role of leadership style in coloring the organization has a positive effect on job satisfaction of an employee even more so applying the strategic management process in managing the organization. The organization is a system, which consists of a pattern of cooperative activities carried out regularly and repeatedly with a group of people to achieve goals. Organizations are needed by every human being who has the same interests and goals, as a place or body where they strive to realize these goals. A successful organization is an organization that can effectively and efficiently combine its resources to implement its strategies.

The development of the Directorate General of Defense Strategy organization which experienced ups and downs following the government era that took place, in the early days of Susilo Bambang Yudhoyono's administration, the organization has undergone several changes to date, its main task is actually formulating policies as a reference for all work units of the ministry of defense in the implementation function, this is inseparable from the governance of the strategic management process (strategic management process) as part of the activities of the domestic and foreign defense intelligence function, the formulation of doctrine and grand strategy policy in the form of a defense white paper, in its implementation in some parts of the activity there are still some analysis intelligence and the development of the strategic environment delivered to the higher leadership and other work units can be said to be still raw so that they do not make it a reference in determining subsequent. In other fields based on the Regulation of the Minister of Defense No. 5 of 2016 concerning

Development and Development of the Explosives Industry which in article 13 letter g. Mention the Minister of Defense has the authority to grant or reject applications for commercial blasting services. This shows the Ministry of Defense including government agencies that also contribute to the service to the public, then based on Law Number 25 of 2009 on Public Services, by the State Institution for Public Service Supervisors namely the Ombudsman RI, also has an interest in knowing and measuring the quality of public services how the level of satisfaction of recipients the standard of service provided by the Ministry of Defense to the community, in fact the 2017 Budget and Work Program of the Ministry of Defense has received a red zone assessment related to the compliance assessment of public service delivery. The red zone label relates to community service in terms of granting a commercial blasting service permit. Understanding the value of the red zone means that the Ministry of Defense has a low level of compliance.

II. LITERATURE REVIEW

Strategic Management Process

The development of the term strategic planning first appeared in the 1950s and became popular between the mid-1960s and mid-1970s. During this period strategic planning was widely believed to be the answer to all problems. At that time, most of the business world was "obsessed" with strategic planning. However, after the "explosion" of popularity, strategic planning began to be eliminated during the 1980s when various planning models did not produce better profits. The 1990s witnessed a resurgence of strategic planning, and the process is now widely re-practiced in the economic and business world in terms of management. According to Malayu S.P (2016) that Management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Etymologically (language), management is derived from Latin, which means "hand". Hand in this context is the same as handling. Strategic management is generally defined as a future-oriented process that enables organizations to make decisions that are positioned for success in the future. According to Ketchen (2009) defines the analysis of strategic management, decisions and actions by companies to create and maintain competitive advantage. This definition describes two main elements of strategic management. First, the strategic management of the company related to the ongoing process (ongoing process): analysis, decisions and actions. Strategic management deals with how management analyzes strategic goals (vision, mission, goals) as well as internal and external conditions faced by the company. Next, companies must create strategic decisions. This decision must be able to answer two main questions: (1) what industry the company is in and (2) how companies must compete in the industry. Finally, action is taken to execute the decision. The actions that need to be taken will encourage managers to allocate resources and design organizations to turn plans into reality. Strategic management can also be interpreted as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve company goals (Pearce & Robinson, et al, 2013). Strategic management is the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals (David, 2011). This requires attention to the "big picture" and willingness to adapt to changing circumstances, which consists of the following three elements: 1) formulation of the organization's future mission by looking at changes in external factors such as regulations, competition, technology, and customers; 2) developing competitive strategies to achieve the organization's vision and mission; and 3) the creation of an organizational structure that will mobilize resources to successfully implement its competitive strategy. The opinion of Alex Miller (2003) strategy management is a process of a combination of three activities namely strategy analysis, strategy formulation and strategy implementation. Other opinions according to Erni and Kurniawan (2005), there are several types of strategic levels, namely; 1) Strategic at the company level. There are two approaches in carrying out company-level strategy, namely portfolio strategy is a strategy carried out by the company to minimize the risk of the business it carries out by investing in various business sectors and the main strategy is a strategy that can be chosen by the company to sustain the company's activities in the long run; 2) Strategic business level. This strategy is carried out in order to maintain the competitiveness of the company compared to its competitors in the same business; and 3) Strategic functional level. Strategies at the functional level are often called direct strategies. this is because companies tend to compete in certain types of businesses that are being run.

Leadership Styles

Leadership style in an organization has a very important role that determines the success of achieving the goals of an organization. According to Herujito (2005) that leadership style is a way taken by someone in order to practice their leadership. Leadership style in its implementation practice is inseparable from the leadership strategy which is a way, technique or ability to influence other people, subordinates or groups, ability to direct the behavior of subordinates or groups, have the ability or special expertise in the field desired by the group, to achieve organizational goals or group. Leadership style is not a talent, so it can be learned and practiced in its application must be adapted to the situation at hand. Leadership experts state that leadership style

is the behavior of leaders towards followers, or the way that leaders use to influence followers (Trimo, 2005). Meanwhile Hersey (2002) says that leadership styles are consistent behavior patterns that are applied in work. Furthermore Suradinata (2007) states that in order to know more about leadership styles, it must first be known the difference between leaders and leadership. The leader is the person who leads a group (two or more people), both in an organization and family. While leadership is the ability of a leader to control, lead, influence the thoughts, feelings or behavior of others, to achieve predetermined goals. Conceptually according to Sondang P. Siagian (2016) states that there are three emphases of leadership style in managing an organization, namely:

- Effective leadership is situational leadership in applying various kinds of leadership styles such as autocratic, paternalistic, laissez faire, democratic and charismatic styles.
- The right leadership style is determined by the level of maturity or maturity of the members of the organization.
- What role is expected to be played by leaders in the organization.

According to Martinis Yamin and Maisah (2010) leadership is a process of influence that is carried out by someone in managing their group members to achieve organizational goals. Leadership is a form of strategy or theory of leadership which is certainly done by people who we usually call leaders. A leader is someone with leadership authority directing subordinates to do part of their work in achieving goals. Another opinion, according to Sutikno (2014), says that leadership style or leadership behavior or often called Leadership Type consists of; (1). Autocratic type which considers that leadership is his personal right (leader), (2) Free Control Type or Stupid Period which is the opposite of autocratic leadership type and allows the organization to run according to its own tempo, (3) Paternalistic type is expected to be able leader acting as a father who is protective and deserves to be used as a place to ask questions, (4) Charismatic type of leader who has special characteristics that are very attractive appeal to subordinates, (5) militaristic type ie leaders in moving subordinates more often use the command system, demanding discipline high and stiff from his subordinates, (6) Pseudo-democratic type of manipulative or semi-democratic leadership and make democracy as a veil for.

Job Satisfaction

Job satisfaction according to Robbins (2015) is a positive feeling about work, which results from an evaluation of its characteristics. An employee usually does work within an organization aimed at getting job satisfaction. Employees with high job satisfaction have work discipline and high loyalty to their work, employees will be more responsible for their work and have an impact on positive feelings about their work outside the work environment. Job satisfaction is basically something that is individual, because each individual has a different level of satisfaction in accordance with the value system that applies to him. According to Mila Badriyah (2015) job satisfaction can be obtained the higher the assessment of these activities, the higher the satisfaction achieved, thus, satisfaction is an evaluation that describes the results of a person's efforts for the work done in accordance with their abilities and skills at work, in other words people will feel comfortable working if desired by their perception of reality related to job satisfaction has been fulfilled. Employees will get the fulfillment of their proper living needs if they feel the opportunity for career advancement in work is wide open with the application of appropriate leadership strategies. Employee job satisfaction is largely influenced by factors that are fair and appropriate, appropriate employee placement in accordance with expertise, severity of work, atmosphere and workload, leadership and leadership attitudes, monotonous or not nature of work. Henry Simamora (2007) states that satisfaction is an evaluative term that describes a like or dislike attitude. Therefore, job satisfaction can be interpreted that one of the problems of human resources, because job satisfaction affects the productivity of an organization. According to him, there are five main components of job satisfaction, namely: 1) attitudes towards work groups; 2) general working conditions; 3) attitude towards organization; 4) monetary allowances, and 5) attitude towards management. In addition, there are other components that affect job satisfaction, in the form of employee perceptions about work and life in general. A person's attitude towards work can be positive or negative. Other factors that can affect job satisfaction are health, age, level of aspiration, social status, and social and political activities. According to Mila Badriyah (2015) is the attitude or feeling of employees towards pleasant or unpleasant aspects of the work in accordance with the assessment of each employee. Definition of job satisfaction. Meanwhile according to Wexley and Yuki (2003) is the way a person feels his job. This is evident in the positive attitude of employees towards work and everything encountered in the work environment. Job satisfaction is a very important factor because it influences employees' work behavior, loyalty to the institution and their decisions in determining work shifts or job shifts (Clark 2001, and Shields and Ward 2001). Job satisfaction will affect the level of labor turnover, morale, complaints and other vital personnel problems.

Organizational Performance

According to Mahmudi (2015), organizational performance is indeed not solely influenced by individual performance or team performance, but is influenced by broader and complex factors, such as internal

and external environmental factors. Environmental factors include economic, social, political, security and legal factors within which the organization operates. Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of organizational members. According to Moeheriono (2012) explains the several stages in measuring company performance, namely:

- Designing. The design process includes several activities, such as determining what model is selected, including the performance framework, and the determination of key performance indicators. These indicators must be in the form of metrics that can be measured and can represent the strategic objectives of the organization.

- Measure. The indicators that have been determined in the design stage are then applied to measure company performance using the company's actual data.

- Evaluate. The next step is to evaluate the results of measurements that have been made.

- Follow up. The results obtained at the evaluation stage are then followed up by determining which indicators show good performance and which indicators still show poor performance.

- Re-evaluate. The next step is to re-evaluate whether the performance measurement system that has been prepared and implemented is in accordance with the company's requirements. The system is also re-evaluated whether it can reflect the company's actual performance or not.

Performance measurement is an important part of the management control process, both public and private organizations. However, because the nature and characteristics of public sector organizations differ from the private sector, the emphasis and orientation of performance measurement is also different. According to Mahmudi (2015), the objectives of evaluating performance in the public sector are: a) Knowing the level of achievement of organizational goals; b) Providing employee learning facilities; c) Improve the performance of the next period; d) Give systematic consideration in making decisions, giving rewards and punishment; e) Motivate employees; and f) Creating public accountability. According to Hendrick A, (2003) found that certain strategic planning processes, including communication, monitoring and coordination, showed a positive relationship with organizational performance, some internal and external environments; in addition, the level of appropriateness of objectives influences the planning process and performance. According to Morin and Audebrand (2014) The concept of organizational performance or effectiveness holds a central position in the management of private and public organizations and in the area of organizational research, further Morin that organizational performance is generally valued by financial indicators such as return on investment or earnings per share . However, such narrow criteria for measuring organizational effectiveness are actually related to the phenomenon of limited outreach that has consequences for the way managers manage work and manage people in the organization (Morin & Audebrand, 2014). Research conducted over the last few decades, attention to efficiency, productivity, excellence and overall quality has become more widespread, performance can also be seen as work that can be achieved by a person or group of people in an organization according to the authority and responsibilities of each in order to achieve organizational goals for a certain period of time. In organizations, there is a close relationship between individual performance and organizational performance, in other words if employee performance is good then it is likely that organizational performance is also good.

Conceptual Framework
The conceptual framework of research in the form of a Strategic Management Process, Leadership Style, Job Satisfaction and Organizational Performance examined in this study is appropriate in the following figure.
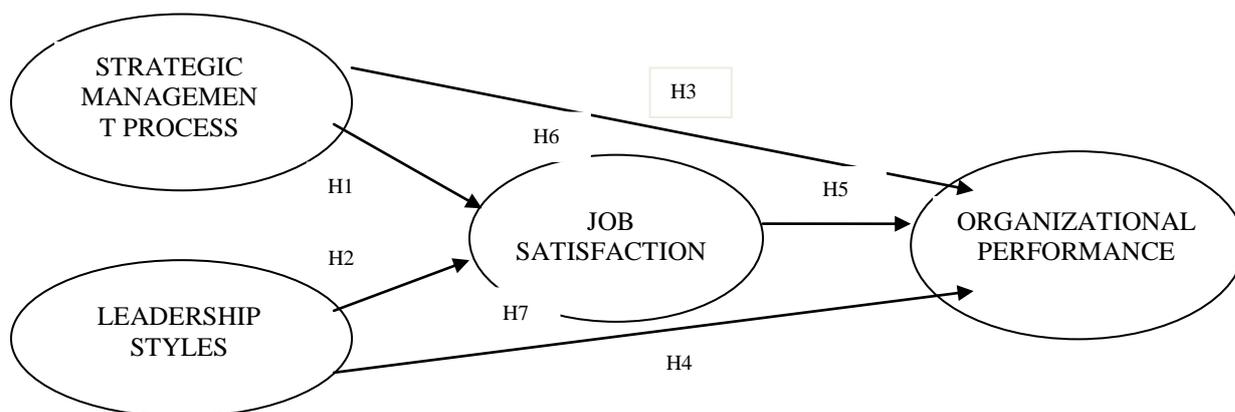
H1: *The Strategy Management Process affects Job Satisfaction*

Based on the background and problems in the organization of the Directorate General of Defense Strategy by taking into account the theoretical framework, the development and formulation of hypotheses is described the influence of the Strategic Management Process and Job Satisfaction Performance as outlined in the following discussion. According to Malayu S.P (2016) that Management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Etymologically (language), management is derived from Latin, which means "hand". Hand in this context is the same as handling. With expert opinion in terms of the art of management, the planning of the Strategy Management Process means giving rise to trust and recognition of the abilities and abilities of the employee concerned to occupy a higher position.

H2: *Leadership Style influences Job Satisfaction.*

Leadership style is an ability that is inherent in a person who leads, if supported by a good strategy in carrying out his organization, although influenced by internal and external factors, including covering people who work from an organizational position and arise in a situation that Specific. So that whatever influences leadership, the three factors influence one another towards job satisfaction with situations and positions. As an effective leader, give the right direction and lead the followers to achieve the desired goals; employees who have high job satisfaction can work effectively and pursue organizational interests (Sarwar, et al 2015). Employee satisfaction with the leadership style strategies used by leaders can be influenced in a variety of different circumstances and ways, initially they ensure that the place where they work already really has the right equipment and complete, and this is an important factor.

H3: *The Process Management Strategy influences Organizational Performance.*

Strategy Management is the process of coordinating and integrating work activities carried out by the organization and accepted by employees if given in accordance with their expectations and workloads, so that it can cause employees to have a perception that performance is sufficient to support organizational achievement. Situations and conditions experienced by an employee both physically and non-physically will affect employee perceptions of improving organizational performance, According to Mahmudi (2015), organizational performance is not solely influenced by individual performance or team performance, but is influenced by broader factors and complex, for example environmental factors both internal and external, it can have an impact on job satisfaction. The opinion of the two researchers when considering Danica Bakotić's (2016) research in his research resulted in a clear relationship between employee job satisfaction and organizational performance in both directions, but with a fairly weak intensity. If an employee works in an organization that highly values and applies the principle of organizational justice, the employee can have a positive perception of the results of better organizational performance.

H4: *Leadership Style influences Organizational Performance.*

Leadership style is a plan that is united and integrated with the ability of a leader in managing employee work and movement in the organization leads, the strategy can be proven by the recognition of the achievements of the organization including the achievements of all employees. According to Ebrahim Hasan Al Khajeh's research (2018) that the charismatic, bureaucratic and transactional leadership style has a negative relationship with the appearance of the organization, on the other hand the transformational, autocratic, and democratic leadership style has a positive relationship with organizational performance. A leader who is considered to have a good performance in his work will undoubtedly get the proper appreciation and employees feel comfortable working in a good work environment. Furthermore, Fabian W. Nyenyembe, et al (2016) leadership in his research reflects the arising of satisfaction as a result of the application of transformational and transactional leadership in his environment, strategy has significance for the organization, because with strategy means that organizational goals in line with employee morale will be more secure.

H5: *Job Satisfaction affects Organizational Performance.*

Job satisfaction is a form of emotional attitude that is fun and loves the work as indicated by work morale, discipline, and work performance. Job satisfaction according to Robbins (2015) is a positive feeling about work, which results from an evaluation of its characteristics. An employee usually does work within an organization aiming to get job satisfaction, job satisfaction is influenced by many factors consisting of individual factors, intrinsic factors of work, salary and facilities, supervision, coworkers and working conditions. The researcher Dimitrios Beliasa, et, al (2015) conducted a study of banking workers confirming previous findings, according to which role conflict is negatively correlated with job satisfaction. In addition, research to obtain the relationship between role conflict and the dimensions of job satisfaction is being pursued and the regulatory impact of autonomy in these relationships is being analyzed. In another study, Adel Ismail

Al-Alawi1, et al (2016) revealed that job satisfaction is influenced by the gender of staff, where men show higher job satisfaction than women.

H6:   *Job Satisfaction mediates the effect of the Strategic Management Process on Organizational Performance.*

A general attitude towards one's work that shows the difference between the number of awards workers receive and the amount they believe they should receive. According to Mahmudi (2015) Environmental factors include economic, social, political, security and legal factors in which the organization operates.Faced with theory according to Malayu S.P Hasibuan (2016) that management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal.Strategic decision making in organizations is very helpful in improving organizational performance, the implementation of a planned strategy management process will show better job satisfaction for employees. Like other empirical studies, this study makes an important contribution to the literature by examining the moderate influence of both the environment and structure on the relationship between strategy satisfaction levels and organizational performance in detail, using moderate regression analysis.

H7:   *Job Satisfaction mediates the influence of Leadership Style on Organizational Performance.*

An effective leader must be responsive to change, be able to analyze the strengths and weaknesses of his human resources so as to maximize organizational performance and solve problems appropriately.According to Samsudin Wahab, et al (2016) in his study that the special leadership style adopted by superiors motivated their subordinates to appear at a higher level by inspiring them, offering them intellectual challenges and paying attention to their individual needs.Therefore the higher the assessment of these activities, the higher the satisfaction obtained, then satisfaction is an evaluation that illustrates the results of a person's efforts on the work done in accordance with the abilities and skills at work (Mila Badriyah, 2015).Based on the opinion of experts and the results of previous studies which some things support one another and in other parts there are things that are not related to make the discussion in further analysis.

III. RESEARCH METHODS

The design of this study examines the effect of strategic management processes and leadership styles on job satisfaction and organizational performance, as a moderating job satisfaction between leadership styles and organizational performance. This research was conducted on the object of the Directorate General of Defense Strategy of the Ministry of Defense. Research is formulated with the aim of having a clear direction and targets to be achieved in the study, if the research objectives are clear and well formulated, then research and problem solving will go well too. The earliest step in research is the identification of problems that are intended to reinforce the boundaries of the problem so that the scope of the study does not go out of its objectives, followed by a breakdown of the background of the problem intended to deliver and explain the background of problems and phenomena in the field. The research involved all personnel of the Directorate General of Strahan, namely Director, Head of Division, Head of Sub-Directorate, Intermediary Analyst, National Defense Analyst, Head of Sub-Directorate, Young Analyst, Material Processing, Material Compiler, Administrative Staff, Computer Operators, General Functional Officers. as a work unit of the Directorate General of Defense Strategy of the Ministry of Defense, has the task of formulating and implementing policies and technical standardization, providing technical guidance and evaluation in the field of strategic analysis. When the background of the problem has been described carefully, the main problem to be investigated is in the form of question sentences and answers are sought in the research in the form of inferential research, the researcher must formulate his research hypothesis and determine the research variables and then carry out operations on each variable used. The next step is to choose a research instrument. Research instrument measuring instruments play an important role in efforts to obtain accurate and reliable information (Saifuddin Azwar, 2013). Even the validity of the results of the study largely depends on the quality of the data collection instruments.

This study population is a member of the Directorate General of Defense Strategy which is still active until April 2019 who hold echelon II, III, and IV positions. DG Strahan as the implementing element of the duties and functions of the Ministry of Defense which has the task of formulating and implementing policies and technical standardization, providing technical guidance and evaluation in the Strategic Defense sector. The organizational structure consists of elements of leadership, assistant leaders, Directors, section heads, heads of sub directorates, young staff and analysts, middle analysts, state defense analysts, section heads, section heads, processors and compilers. Furthermore, in this study samples of 439 (four hundred thirty-nine) employees from the Directorate General of Strahan Ministry of Defense were selected as research objects. Population data are in accordance with the list of organizational structures and strategy analysis directories below. Source; Personnel Bureau, 2019.

IV. RESULTS AND DISCUSSION

At this stage an analysis of the respondent's profile and other information related to the Director General of Strahan Ministry of Defense, as stated in the first part of the questionnaire. The analysis was carried out one by one based on the questions in the questionnaire. Based on the results of data collection through the distribution of questionnaires to the staff members of the Ministry of Defense Structure of the Ministry of Defense as respondents, the characteristics of each respondent can be seen in the hope that this information can be used as input for the leaders in the Ministry of Defense Strahan Directorate General. The characteristics of respondents that have been determined consist of eight characteristics, namely (1) Gender, (2) Age, (3) Place of residence, (4) General education, (5) Position, (6) Departure, (7) Period of service active, and (8) Income.

The final results of SOCFA are obtained through the overall model fit test, analysis of the validity and reliability of the model. One way that can be done is by trimming models, where the validity of the measurement model analysis is done by checking (a) whether the t-value of the Standardized Loading Factor (λ) of the observed variables in the model is <1.96. Next (b) Standardized Loading Factor (λ) of the variables observed in the model ≥ 0.70 or if we choose the suggestion of Igbaria et al (1997) ≥ 0.50. If there are variables that do not meet these two conditions, they will be removed from the model. The process of evaluating the SOCFA (Second Order Confirmatory Factor Analysis) model. Indicate that the analysis used to test hypotheses that focus on the Strategic Management Process consists of dimensions: Strategic Planning, Strategic Formulation, Strategic Implementation and Strategic Monitoring & Evaluation. Job satisfaction consists of dimensions: Payroll, Work Itself, Promotion Opportunities, Supervising and Colleagues. Based on the results obtained it is known that the Strategic Management Process directly influences Job Satisfaction, the results of this study show that the hypothesis is accepted. This means the Effect of Process Strategic Management of Job Satisfaction is positive and significant. This means that the higher/positive Strategic Management Process, the higher/positive Job Satisfaction, it shows that the more respondents' perception of the Strategy Management Process will be able to raise perceptions of job satisfaction. A musty review of strategic management that needs to be maintained and improved in the form of; DG directorates must pay attention to the involvement of structural and non-structural leaders and members in problem solving; depth and accuracy of analysis in the preparation of strategic planning documents; and leadership involvement in the formulation of work programs including performance indicators ranging from Directors to heads and section heads. Apart from that in order to obtain quality.

if it will increase Job Satisfaction, it is necessary to improve the Strategic Management Process. Efforts to improve the Strategic Management Process can be done with efforts such as; DG Strahan pays close attention to the performance appraisal carried out by DG Strahan routinely for all personnel every minimum of 6 months; Implementation of Directorate General Strahan work programs by using available human resources who are competent, knowledgeable and skilled; and find and recommend the monitoring and evaluation results of DG Directorate of Strahan to be immediately used to make improvements if the implementation of work programs is not in accordance with the mission, vision and objectives of the organization. Based on the analysis, the more respondents feel that the DG Directorate Strahan management process can minimize analysis errors and evaluate to failure caused; able to determine the factors that threat to national defense; and the ministry is able to draft a defense strategy that can be implemented by all relevant agencies to deal with military and non-military threats, the higher the success rate of agencies to achieve the programmed goals.

The results of this study indicate that the analysis used to test the Job Satisfaction hypothesis consists of dimensions: Payroll, Work Itself, Promotion Opportunities, Supervising and Colleagues. Organizational performance consists of dimensions: Financial Accountability, Programming Production Results, Compliance in Providing Service Quality Standards, Employee Participation, Key Performance Indicators, and Employee Satisfaction. Based on the results obtained it is known that Job Satisfaction has a direct influence on Organizational Performance. The Effect of Job Satisfaction on Job Satisfaction is positive and significant. Means that the higher/positive Job Satisfaction is the higher/positive Organizational Performance. This shows that respondents perceive Job Satisfaction well /agree. The things that must be maintained to improve Organizational Performance are the activities of employees arranged according to a fixed procedure in accordance with the formal structure in the list of staff composition; The level of success of the Directorate General of Strahan in the preparation of standards, norms, guidelines, criteria and procedures in the field of defense strategic policy; and Provision of welfare in the form of permits, leave, mental and spiritual development carried out in accordance with the rules of affairs in the Ministry of Defense. The use of improving Organizational Performance is necessary to improve Job Satisfaction. Efforts to improve Job Satisfaction can be done with effort; Receipt of salaries of Directorate General members of more than 50%, deducted by receivables from consumer needs and bank loans; Employees are burdened with certain obligations that must be done through salary deductions in organizational activities; and Awarding is given in an apple in front of all members. Therefore more respondents feel that job satisfaction at DG Strahan can improve organizational performance and be able to minimize analysis errors and evaluate failures that result; able to determine the

factors that threat to national defense; and the ministry is able to draft a defense strategy that can be implemented by all relevant agencies to deal with military and non-military threats, the higher the success rate of agencies to achieve the programmed goals.

V. CONCLUSIONS

The results of the research at the Directorate General of Defense Strategy found that the Leadership Style has a significant effect on Organizational Performance mediated by Job Satisfaction, both directly and indirectly, compared to the Strategic Management Process which is mediated by Job Satisfaction. This shows that the leadership style applied in the organization is more prominent, with the character of a leader who has an experienced capacity and capability, in addition it will have a very significant impact on Organizational Performance and impact on Job Satisfaction for all employees, the application of appropriate leadership style in accordance with the development of situations and conditions will increase employee satisfaction so that it can also have an impact on improving organizational performance and facilitate the achievement of goals.

• The Strategy Management Process influences Job Satisfaction. The influence of the Strategic Management Process on Job Satisfaction is positive and significant, meaning that the better the implementation of the strategic management process, the very impact on increasing employee job satisfaction.

• Leadership Style influences Job Satisfaction. The influence of leadership style on job satisfaction is positive and significant, meaning that the better the implementation of leadership style, it will greatly affect employee job satisfaction.

• The Strategy Management Process influences Organizational Performance. The influence of the Strategy Management Process on Organizational Performance is positive and significant, meaning that the better the implementation of the Strategy Management Process, it will greatly affect the improvement of Organizational Performance.

• Leadership Style influences Organizational Performance. The influence of leadership style on organizational performance is positive and significant, meaning that the better the implementation of leadership style, it will greatly affect organizational performance.

• Job Satisfaction influences Organizational Performance. The effect of Job Satisfaction on Organizational Performance is positive and significant, meaning that the better the implementation of Job Satisfaction, the very impact on improving Organizational Performance.

After conducting this research, based on empirical findings obtained, the final part of the writing of this dissertation, the author conveys some suggestions in an effort to improve the Strategic Management Process, Leadership Style with mediation of Job Satisfaction on Organizational Performance.

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