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**\*DETERMINATION OF THE CORRELATION BETWEEN SPORTS MANAGERS' STRATEGIC LEADERSHIP CHARACTERISTICS AND EMPLOYEES' JOB SATISFACTION**

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## Abstract

The aim of this descriptive study was to determine the correlation between strategic leadership characteristics of sports managers and job satisfaction of employees in Ordu Provincial Directorate of Youth and Sports. This study was correlational screening model with descriptive feature. The sample consisted of 290 employees from Ordu Provincial Directorate of Youth and Sports. The data was collected by the Strategic leadership Scale and Job Satisfaction Scale. The normality of data distribution was examined by Kolmogorov-Smirnov test. The independent samples T-test and one-way analysis of variance (one way ANOVA) for parametric data and Mann Whitney-U and Kruskal Wallis-H tests for nonparametric data were used. In pairwise comparisons between groups, the Tukey test for parametric data and Mann Whitney-U test with Bonferroni correction were used. The Spearman correlation analysis was used for examination of relationship between strategic leadership features and job satisfaction of employees. Data were analyzed using The Statistical Package for Social Sciences (SPSS 25.0) was used in all statistical analysis. The statistical significance level was accepted as  $p < 0.05$  in all statistical analysis. According to analysis results, the strategic leadership features of managers and job satisfaction of employees were significantly differentiated according to gender, age, income level, education level, work period at institution, work period with manager. It was determined that the strategic leadership features of managers and job satisfaction of employees were not significantly differentiated according to marital status and children number. According to results of correlation analysis, it was determined a positive and significant correlation between the strategic leadership features of managers and job satisfaction of employees. Consequently, the job satisfaction of employees is closely related to strategic leadership features of managers and the job satisfaction and productivity of employees may be increased by effective usage of strategic leadership features.

**Keywords:** Manager, Leader, Strategic Leader, Job Satisfaction

## INTRODUCTION

Institutions and organizations are restructuring themselves to respond to rapidly changing conditions. They are replacing the old management styles with modern and innovative ones. This organizational transformation has paved the way for new strategies and leaders to adopt and put them to use. As Ireland and Hitt (2005) put it, strategic leaders are a critical component of strategic management. They play a crucial role in drawing up plans, executing them, and organizing and carrying out processes effectively. According to Pisapia et al. (2005), leaders in most countries failed to adapt to new conditions and meet public demands. This has led to the emergence of visionary strategic leaders who have all the skill sets, knowledge, and experience to meet those demands. Satisfied employees perform better and increase organizational success. Organizational success, of course, does not rely solely on high employee performance, but it is one of the critical factors. Therefore, there has been a growing body of research on what job satisfaction is and how to increase it. Job satisfaction is generally defined as an employee's affective reactions to a job. The term "job satisfaction" was first introduced in the 1920s but was recognized mainly in the 1930s and 40s. Job satisfaction is crucial because it is related to life satisfaction, which directly affects physical and mental well-being (Sevimli & İşcan, 2005). The relationship between corporate and organizational managers' strategic leadership skills and employees' job satisfaction is important because the former directly affects the latter. Therefore, this study aimed to determine the relationship between strategic leadership and job satisfaction among the employees of the general directorates of youth and sport in Ordu/Turkey.

## METHODS

This section addressed the method, measures, and data collection and analysis.

### Population and Sample

The study population consisted of all employees of the Provincial and District Directorate of Youth and Sport (PDDYS) and its sub-departments in Ordu/Turkey.

The sample consisted of 290 employees of the PDDYS and its sub-departments in Ordu/Turkey.

We used the complete inventory method to recruit all study population because there was a limited number of employees working at the PDDYS and its sub-departments. The complete inventory is a method by which data collection tools (scales, etc.) are applied to everyone constituting all accessible population (Dura, 2005).

## Data Collection Tools

Data were gathered from 290 employees of the PDDYS and its sub-departments in Ordu/Turkey. The data were collected using a demographic characteristics questionnaire (DCQ), the Strategic Leadership Questionnaire (SLQ), and Minnesota Satisfaction Questionnaire (MSQ). The validity and reliability of the SLQ and MSQ had been established.

The Strategic Leadership Questionnaire (SLQ) was developed by Pisapia (2006), conducting research on leadership and policy at Florida Atlantic University. The questionnaire was adapted to Turkish by Uğurluoğlu (2007) and then revised and further improved by Kılınçkaya (2013). The questionnaire is based on Pisapia's strategic leadership theoretical model. It consists of 34 items and five subscales: transforming, managerial, ethical, political, and communicative actions (Kılınçkaya, 2013).

Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss et al. (1967). The long version (original) of the questionnaire consisted of 100 items. The short version of the questionnaire consists of 20 items and three subscales: intrinsic, extrinsic, and general job satisfaction. The short version was adapted to Turkish by Baycan (1985). The items are scored on a five-point Likert-type scale (1 to 5). The total score (20 to 100) is the arithmetic mean of all subscales (Yıldız et al., 2003).

## Statistical Analysis

The data were analyzed using the Statistical Package for Social Sciences (SPSS, v. 25.0) at a significance level of 0.05. The Kolmogorov-Smirnov test was used for normality testing. An independent samples t-test and one-way analysis of variance (ANOVA) were used for normally distributed data, while the Mann Whitney-U and Kruskal Wallis-H tests were used for nonnormally distributed data. A Tukey's test was used for pairwise group comparisons to determine the source of difference for the normally distributed data, while the Mann-Whitney U test (with Bonferroni's correction) was used to determine the source of difference for the nonnormally distributed data. The Spearman's correlation was used to determine the relationship between scale scores.

## RESULTS

**Table 1.** Demographic characteristics of employees

		n	%
Gender	Man	181	62.4
	Women	109	37.6
Age	20-30	72	24.8
	31-40	140	48.3
	41-50	67	23.1
	51 and above	11	3.8
Marital Status	Married	205	70.7
	Unmarried	85	29.3
Number of children	0	93	32.1
	1	70	24.1
	2	70	24.1
	3	45	15.5
	4 and above	12	4.1
Monthly Income (TL)	2000-3000	157	54.1
	3001-4000	103	35.5
	4001-5000	19	6.6
	5001 and above	11	3.8

Education Level	Primary education	30	10.3
	Secondary school	143	49.3
	Associate Degree- Undergraduate	110	37.9
	Graduate	7	2.4

**Table 1.** (Continue) Demographic characteristics of employees

		n	%
Working Time in the Institution	0-1 year	36	12.4
	2-5 years	133	45.9
	6-10 years	105	36.2
	10 years and above	16	5.5
Working Time with the Manager	0-1 year	77	26.6
	2-5 years	176	60.7
	6-10 year	33	11.4
	10 years and above	4	1.4

**Table 2.** By gender variable Mann Whitney-U Test consequences

Variable	Gender	$\bar{X}$	SD	MED.	Z	U	p	
Business Satisfaction	Intrinsic Satisfaction	Man	3.81	0.84	3.91	-3.126	7703	<b>.002*</b>
		Women	3.50	0.79	3.58			
		Total	3.69	0.84	3.83			
	Extrinsic Satisfaction	Man	3.77	0.85	3.87	-2.417	8194	<b>.016*</b>
		Women	3.51	0.85	3.62			
		Total	3.67	0.86	3.75			
	General Satisfaction	Man	3.79	0.80	3.90	-2.944	7828	<b>.003*</b>
		Women	3.50	0.77	3.60			
		Total	3.68	0.80	3.72			
Strategic Leadership	Transforming Leadership	Man	26.98	6.02	28.00	-2.121	8400	<b>.034*</b>
		Women	25.75	5.36	26.00			
		Total	26.52	5.80	27.00			
	Managerial Leadership	Man	20.95	3.88	22.00	-.627	9433	.531
		Women	20.84	3.53	22.00			
		Total	20.91	3.74	22.00			
	Ethical Leadership	Man	27.94	5.80	29.00	-1.399	8899	.162
		Women	27.21	5.42	28.00			
		Total	27.66	5.66	28.00			
	Political Leadership	Man	26.45	5.71	27.00	-2.464	8163	<b>.014*</b>
		Women	24.91	5.03	25.00			
		Total	25.87	5.50	26.00			
Communicative Leadership	Man	31.50	6.40	33.00	-2.078	8429	<b>.038*</b>	
	Women	30.05	6.19	31.00				
	Total	30.96	6.35	32.00				

There was a significant difference in MSQ subscale scores between male and female participants ( $p < 0.05$ ). There was a significant difference in SLQ “transforming,” “political,” and “communicative” leadership subscale scores between male and female participants ( $p < 0.05$ ) (Table 2).

**Table 3.** By monthly income level variable one-way variance analysis (ANOVA) consequences

Variable	Monthly Income	$\bar{X}$	SD	f	p	Meaningful Difference	
<b>Business Satisfaction</b>	Intrinsic Satisfaction	2000-3000	3.52	0.84	6.146	<b>.001*</b>	1-2
		3001-4000	3.88	0.79			
		4001-5000	4.14	0.78			1-3
		5001 and above	3.55	0.72			
		Total	3.69	0.84			
	Extrinsic Satisfaction	2000-3000	3.42	0.86	12.96	<b>.001*</b>	1-2
		3001-4000	3.97	0.75			
		4001-5000	4.21	0.66			1-3
		5001 and above	3.38	0.80			
		Total	3.67	0.86			
	General Satisfaction	2000-3000	3.48	0.80	9.636	<b>.001*</b>	1-2
		3001-4000	3.92	0.73			
4001-5000		4.17	0.70	1-3			
5001 and above		3.48	0.61				
Total		3.68	0.80				
<b>Strategic Leadership</b>	Transforming Leadership	2000-3000	25.40	5.51	7.959	<b>.001*</b>	1-2
		3001-4000	28.19	5.77			
		4001-5000	28.89	5.50			2-4
		5001 and above	22.72	5.36			
		Total	26.52	5.80			
	Ethical Leadership	2000-3000	27.12	5.49	3.967	<b>.009*</b>	2-4
		3001-4000	28.50	5.77			
		4001-5000	29.84	4.99			3-4
		5001 and above	23.81	5.91			
		Total	27.66	5.66			
	Political Leadership	2000-3000	24.93	5.06	5.873	<b>.001*</b>	1-2
		3001-4000	27.08	5.72			
4001-5000		28.63	5.44	1-3			
5001 and above		23.27	6.18				
Total		25.87	5.50				
Communicative Leadership	2000-3000	30.03	6.21	6.023	<b>.001*</b>	1-2	
	3001-4000	32.62	5.99				
	4001-5000	32.31	6.22			2-4	
	5001 and above	26.27	7.81				
	Total	30.96	6.35				

Participants' MSQ subscale scores differed by monthly income ( $p < 0.05$ ) (Table 3). Their SLQ subscale scores also differed by monthly income ( $p < 0.05$ ) (Table 3).

**Table 4.** By monthly income level variable Kruskal Wallis-H Test consequences

	Variable	Monthly In- come	$\bar{x}$	SD	med.	H	p	Meaningful Difference
<b>Strategic Leadership</b>	Managerial Leadership	2000-3000	20.82	3.61	22.00	13.15	<b>.004*</b>	1-4 2-4 3-4
		3001-4000	21.35	3.79	22.00			
		4001-5000	21.36	3.53	23.00			
		5001 and above	17.09	3.83	19.00			
		Total	20.91	3.74	22.00			

Their SLQ “managerial leadership” subscale scores differed by monthly income ( $p < 0.05$ ) (Table 4).

**Table 5.** By education level variable one-way variance analysis (ANOVA) consequences

	Variable	Education Level	$\bar{X}$	SD	f	p	Meaningful Difference
<b>Business Satisfaction</b>	Intrinsic Satisfaction	Primary education	3.75	0.77	1.661	.176	-
		Secondary school	3.59	0.86			
		Associate Degree- Undergraduate	3.81	0.83			
		Graduate	3.46	0.62			
		Total	3.69	0.84			
	Extrinsic Satisfaction	Primary education	3.61	0.73	3.366	.059	-
		Secondary school	3.58	0.86			
		Associate Degree- Undergraduate	3.84	0.86			
		Graduate	3.03	0.74			
		Total	3.67	0.86			
	General Satisfaction	Primary education	3.69	0.71	2.414	.067	-
		Secondary school	3.59	0.82			
		Associate Degree- Undergraduate	3.82	0.79			
		Graduate	3.29	0.47			
		Total	3.68	0.80			
<b>Strategic Leadership</b>	Transforming Leadership	Primary education	25.76	5.27	3.741	<b>.012*</b>	3-4
		Secondary school	26.09	6.04			
		Associate Degree- Undergraduate	27.61	5.42			
		Graduate	21.28	5.28			
		Total	26.52	5.80			
	Managerial Leadership	Primary education	20.30	3.57	4.731	<b>.003*</b>	1-4 2-4
		Secondary school	20.93	3.86			
		Associate Degree- Undergraduate	21.35	3.44			
		Graduate	16.14	3.84			
		Total	20.91	3.74			
	Ethical Leadership	Primary education	27.90	4.74	3.248	<b>.022*</b>	3-4
		Secondary school	27.36	5.89			
		Associate Degree- Undergraduate	28.37	5.38			
		Graduate	21.85	6.20			
		Total	27.66	5.66			
Political Leadership	Primary education	25.53	4.81	2.207	.087	-	
	Secondary school	25.69	5.70				
	Associate Degree- Undergraduate	26.50	5.30				
	Graduate	21.28	5.93				
	Total	25.87	5.50				

Participants' MSQ subscale scores did not differ by educational background ( $p>0.05$ ). Their SLQ "transforming leadership," "managerial leadership," and "ethical leadership" scores differed by educational background ( $p<0.05$ ). However, their SLQ "political leadership" scores did not differ by educational background ( $p>0.05$ ) (Table 5).

**Table 6.** According to the working time variable in the institution one-way variance analysis (ANOVA) consequences

Variable	Working Time in the Institution	$\bar{X}$	SD	f	p	Meaningful Difference	
Business Satisfaction	Intrinsic Satisfaction	0-1 year	3.57	3.61	1.274	.283	-
		2-5 years	3.76	3.79			
		6-10 years	3.61	3.53			
		10 years and above	3.93	3.83			
		Total	3.69	3.74			
	Extrinsic Satisfaction	0-1 year	3.51	0.70	1.713	.165	-
		2-5 years	3.78	0.85			
		6-10 years	3.57	0.94			
		10 years and above	3.74	0.58			
		Total	3.67	0.86			
	General Satisfaction	0-1 year	3.55	0.59	1.519	.210	-
		2-5 years	3.77	0.79			
		6-10 years	3.59	0.89			
		10 years and above	3.85	0.50			
		Total	3.68	0.80			
Strategic Leadership	Transforming Leadership	0-1 year	24.66	5.97	1.713	.165	-
		2-5 years	26.89	5.46			
		6-10 years	26.47	6.25			
		10 years and above	27.87	4.48			
		Total	26.52	5.80			
	Managerial Leadership	0-1 year	19.25	4.44	2.994	<b>.031*</b>	1-2
		2-5 years	21.27	3.37			
		6-10 years	21.09	3.85			
		10 years and above	20.43	3.63			
		Total	20.91	3.70			
	Political Leadership	0-1 year	24.00	6.02	2.835	.296	-
		2-5 years	26.60	5.11			
		6-10 years	25.39	5.76			
		10 years and above	27.25	4.64			
		Total	25.87	5.50			
Communicative Leadership	0-1 year	28.05	7.41	3.271	<b>.022*</b>	1-2	
	2-5 years	31.52	5.99				
	6-10 years	31.00	6.44				
	10 years and above	32.56	4.54				
	Total	30.96	6.35				

Participants' MSQ subscale scores did not differ by work experience at the PDDYS ( $p>0.05$ ). Their SLQ "managerial leadership" and "communicative leadership" scores differed by work experience at the PDDYS ( $p<0.05$ ). However, their SLQ "transforming leadership" and "political leadership" scores did not differ by work experience at the

PDDYS ( $p>0.05$ ). (Table 6).

**Table 7.** According to the time-to-work variable with the manager Kruskal Wallis-H Test consequences

	Variable	Working Time in the Manager	$\bar{X}$	SD	MED.	H	p	Meaningful Difference
<b>Business Ssatisfaction</b>	Intrinsic Satisfaction	0-1 year	3.69	0.74	3.83	15.05	<b>.002*</b>	1-3 2-3
		2-5 years	3.60	0.88	3.66			
		6-10 years	4.19	0.67	4.25			
		10 years and above	3.43	0.47	3.45			
		Total	3.69	0.84	3.83			
<b>Strategic Leadership</b>	Transforming Leadership	0-1 year	25.48	5.40	26.00	9.889	<b>.020*</b>	1-3
		2-5 years	26.55	5.83	28.00			
		6-10 years	28.81	6.28	32.00			
		10 years and above	26.00	3.36	26.00			
		Total	26.52	5.80	27.00			
<b>Strategic Leadership</b>	Managerial Leadership	0-1 year	20.14	3.81	21.00	3.168	<b>.007*</b>	1-3
		2-5 years	21.05	3.78	22.00			
		6-10 years	22.24	3.01	24.00			
		10 years and above	18.50	3.51	18.50			
		Total	20.91	3.74	22.00			
<b>Strategic Leadership</b>	Ethical Leadership	0-1 year	26.96	5.66	28.00	12.12	.122	-
		2-5 years	27.70	5.61	29.00			
		6-10 years	29.39	5.71	31.00			
		10 years and above	25.50	6.75	27.00			
		Total	27.66	5.66	28.00			
<b>Strategic Leadership</b>	Political Leadership	0-1 year	25.27	5.29	26.00	7.850	<b>.019*</b>	1-3 2-3
		2-5 years	25.67	5.52	26.00			
		6-10 years	28.39	5.63	29.00			
		10 years and above	25.75	2.98	26.00			
		Total	25.87	5.50	26.00			
<b>Strategic Leadership</b>	Communicative Leadership	0-1 year	29.75	6.41	31.00	8.371	.081	
		2-5 years	31.06	6.21	32.00			
		6-10 years	33.12	6.73	35.00			
		10 years and above	31.75	5.43	33.50			
		Total	30.96	6.35	32.00			

Their SLQ “transforming leadership,” “managerial leadership,” and “political leadership” scores differed by how long they had been working for their managers ( $p<0.05$ ). However, their SLQ “ethical leadership” and “communicative leadership” scores did not differ by how long they had been working for their manager ( $p>0.05$ ) (Table 7).



**Table 8.** According to the time-to-work variable with the manager one-way variance analysis (ANOVA) consequences

Variable	Working Time in the Manager	$\bar{x}$	SD	f	p	Meaningful Difference	
<b>Business Satisfaction</b>	Extrinsic Satisfaction	0-1 year	3.61	0.84	1.800	.147	-
		2-5 years	3.65	0.87			
		6-10 years	3.96	0.83			
		10 years and above	3.25	0.22			
		Total	3.67	0.86			
	General Satisfaction	0-1 year	3.66	0.73	3.652	<b>.013*</b>	1-3
		2-5 years	3.62	0.84			2-3
		6-10 years	4.10	0.66			3-4
		10 years and above	3.36	0.20			
		Total	3.68	0.80			

Participants' MSQ "intrinsic satisfaction" and "general satisfaction" scores differed by how long they had been working for their managers ( $p < 0.05$ ). However, their MSQ "extrinsic satisfaction" scores did not differ by how long they had been working for their managers ( $p > 0.05$ ) (Table 8).

**Table 9.** Correlation analysis consequences between strategic leadership sub-dimensions and business satisfaction on sub-dimensions

		Intrinsic Satisfaction	Extrinsic Satisfaction	General Satisfaction
Transforming Leadership	r	.557	.614	.617
	p	<b>.001*</b>	<b>.001*</b>	<b>.001*</b>
Managerial Leadership	r	.403	.419	.435
	p	<b>.001*</b>	<b>.001*</b>	<b>.001*</b>
Ethical Leadership	r	.557	.614	.617
	p	<b>.001*</b>	<b>.001*</b>	<b>.001*</b>
Political Leadership	r	.651	.714	.719
	p	<b>.001*</b>	<b>.001*</b>	<b>.001*</b>
Communicative Leadership	r	.559	.640	.628
	p	<b>.001*</b>	<b>.001*</b>	<b>.001*</b>

There was a moderate and positive correlation between SLQ and MSQ subscale scores ( $p < 0,05$ ). Political leadership was moderately positively correlated with intrinsic satisfaction and highly positively correlated with extrinsic and general satisfaction ( $p < 0.05$ ) (Table 9).

## DISCUSSION and CONCLUSION

This paper investigated the relationship between sports managers' strategic leadership characteristics and employees' job satisfaction. The sample consisted of 290 employees of the Provincial and District Directorate of Youth and Sport (PDDYS) and its sub-departments in Ordu/Turkey. Table 1 shows the participants' demographic characteristics.

There was a significant difference in MSQ and SLQ scores between male and female participants, suggesting that gender is an important variable in the way managers' strategic leadership skills affect employees' job satisfaction. Male participants had higher scores than females, indicating that the former are more experienced and planned than the latter. Akpınar (2010) also reported a significant difference in job satisfaction levels between men and women. On the

other hand, Kılınç (2012), Bulut (2019), Yağız (2003), Koç (2019), and Bozkurt and Bozkurt (2008) found no difference in job satisfaction levels between men and women. Cevahircioğlu (2017) also found no relationship between strategic leadership and gender.

Participants' SLQ and MSQ scores differed by monthly income. Participants with a high monthly income had higher SLQ and MSQ scores than those with a low monthly income. Hassoy (2019) also found that employees with a positive income (income > expense) were more satisfied with their jobs than those with a negative income (income < expense). Kaya and Oğuzöncül (2016) reported a positive correlation between income and job satisfaction in healthcare workers. Aylaz et al. (2017) and Tambağ et al. (2015) also found that employees with a high income were more satisfied with their jobs than those with a low income. All in all, our results are consistent with the literature.

Participants' MSQ subscale scores differed by educational background. Their SLQ "transforming leadership," "managerial leadership," and "ethical leadership" scores also differed by educational background. However, their SLQ "communicative leadership" scores did not differ by educational background. These results show that educational background does not affect job satisfaction. Toker (2007), Akpınar (2010), and Çivik (2019) also concluded that educational background did not affect job satisfaction. Therefore, we can state that our results are consistent with the literature. Dilek (2005) and Doğan (2007) reported a relationship between transforming leadership and educational background, which is similar to our result.

Participants' SLQ "ethical leadership" scores did not differ by work experience at the PDDYS. However, their SLQ "managerial leadership" and "communicative leadership" scores differed by work experience at the PDDYS. Their MSQ subscale scores did not differ by work experience at the PDDYS, suggesting that work experience does not affect job satisfaction. Koç (2019) and Tın (2010) also did not report any relationship between work experience and job satisfaction. Rençber (2012) conducted a study on hospital managers in Batman/Turkey and found no relationship between work experience and job satisfaction. Güleç (2009) determined that work experience did not affect nurses' job satisfaction. Kaynak (2011) detected no correlation between strategic leadership and work experience. Bozkır (2015) found no correlation between transforming leadership and work experience. We can state that our results are consistent with the literature.

Participants' MSQ "intrinsic satisfaction" and "general satisfaction" scores differed by how long they had been working for their managers. However, their MSQ "extrinsic satisfaction scores did not differ by how long they had been working for their managers. Their SLQ "ethical leadership," "managerial leadership," and "political leadership" scores differed by how long they had been working for their managers, but there was no significant difference in "ethical leadership" and "communicative leadership" depending on how long they had been working for their managers. Ülker (2009) and Tetik and Köse (2015) found a significant correlation between strategic leadership (and subscales) and how long participants had been working for their managers. Our results are consistent with the literature.

There was a positive correlation between sports managers' strategic leadership characteristics and employees' job satisfaction. Participants' SLQ subscale scores were significantly correlated with their MSQ subscale scores. These results indicate that the more strategic leadership characteristics the managers have, the more satisfied the employees are with their current jobs. Dümen (2008) reported that managers' transforming leadership skills significantly improved employees' job satisfaction. Kurt (2010) found a positive correlation between transforming leadership and job satisfaction. Koçak and Özüdoğru (2015) observed that managers' leadership skills positively affected employees' performance and productivity. Başar and Basım (2015) found that higher ethical leadership resulted in higher job satisfaction. Taş and Önder (2010) determined a positive correlation between leadership behavior and job satisfaction. Gezici (2007), Karakoyunlu (2014), and Taşdemir (2017) reported that strategic leadership styles affected different types of job satisfaction. Based on the results, we can state a positive correlation between strategic leadership (transforming, managerial, ethical, political, and communicative) and job satisfaction (intrinsic, extrinsic, and general). Overall, our results are consistent with the literature.

The results indicate that managers' strategic leadership behavior affects employees' job satisfaction. Therefore, strategic leadership is critical for both organizations/institutions and employees. The results also suggest that male employees are more satisfied with their current jobs than female employees. Managerial leadership plays a key role in employees' job satisfaction. Therefore, managers should develop managerial leadership skills. The most significant result is the relationship between income level and job satisfaction, and perceived strategic leadership. In other words,

employees' income level affects both their job satisfaction and perceived strategic leadership. Therefore, managers should revise employees' salaries to ensure high job satisfaction and performance. Future studies should investigate whether PDDYS managers have strategic leadership characteristics. Today, we know that strategic leadership is critical for all organizations and institutions. Therefore, researchers should recruit PDDYS managers and those from different organizations/institutions to conduct more comprehensive research on strategic leadership characteristics.

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