The Effects of Leaders' Professionalism towards Employees' Job Satisfaction

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Abstract. When running an organization, its leader is supposed to be a role model for their employees, as no employee would like to follow an organization's leader who acts unaccordingly. This research's goals are to see the effects of leaders' professionalism towards employees' job satisfaction and its relation towards each other. The experimental method in this research uses field experiment, in which a firm's director's attitude and its employees' job satisfaction are surveyed. The subject of this research is a laboratory equipment distribution company located in Bandung, Indonesia. This research uses quantitative method with data sourcing from direct observation, data gathering from research's subjects, and previous researches with similar topics. This research resulted in knowing of improvement potential in the field of management, operations, and relation between co-workers through director's attitude. By using statistic application and data processing, this research shows the relations between leaders' professionalism attitude and employees' job satisfaction. This research shows a positive yet non-significant correlation between leaders' professionalism and employees' job satisfaction.

1. Introduction

Job satisfaction is a collection of positive feelings of a job which comes from its characteristics evaluation [1], and to keep employees happy is one of many task of a manager. A healthy relationship with co-workers must work in balance with professionalism, in which professionalism can cause a rift in relationship, especially when it comes to disciplinary act. This research is centered around the effects of leaders' professionalism towards employees' job.

Previous researches was centered around how professionalism and job satisfaction work together to improve performance [2], the effects of professionalism on teachers [3] [4], the effects of job satisfaction among academics [5], and comparison of both variables between Korean midwives in 2 different location [6]. However, previous researches did not use leaders on professionalism application to see its effects on their employees' job satisfaction [4] [6] [3]. Teachers, academics, and midwives can be considered as leaders on certain condition, but previous research solely focused on the effects of professionalism on teachers, not professionalism's effects on employees' job satisfaction. In this research, professionalism was applied to leaders of a lab equipment distribution company located in Bandung, Indonesia, and to see the effects of leaders' professionalism on their employees' job satisfaction.

This research has a goal of identifying the effects of leaders' professionalism towards its employees' job satisfaction. To see the effects, this research uses quantitative method with data gathered from direct observation, interviews, and surveys using questionnaire. By using SPSS and data gathered from research's subjects, this research shows the significance of relationship between leaders' professionalism and employees' job satisfaction through validity, reliability, and classical assumption tests. Previous researches shows that professionalism improves one's performance and overall job satisfaction, similar results with some minor differences are to be expected in this research [7].

Professionalism is a compatibility between one's skills and one's job requirement with maximum efficiency, inovation, flexibility, and a good work ethic [8]. Professionalism is associated with the view that the professions that shows a number of characteristics, which are required by profession [2]. From both perspective, definition of professionalism can be concluded to be a compatibility between one's skills and one's profession with maximum effectivity and proper ethics. Professionalism on leadership for this research was measured by using Professionalism Inventory Scale developed by Hall [6]. This scale consisted of 5 measurement: use of professional organizations as a major reference, beliefs in public service, autonomy, belief in self-regulation, and sense of calling to the field. Each measurement consisted of several questions about the measurement's point of dicussion, targeted to research subjects.

Job satisfaction is a collection of emotions that one keeps towards their job [1]. Another definition from previous research of job satisfaction is an affective response about someone's job, resulting from the incumbent's comparison of current evaluation with those that are actually desired [3]. From both definition, it can be concluded that job satisfaction is someone's collection of feelings about their job, coming from their overall job evaluation. Job evaluation determines job satisfaction, and because of that, there is a chance that leaders' professionalism, which can be considered a factor in job evaluation, can actually affect job satisfaction.

Job satisfaction can be affected by several factors, such as relationship, facility, reward, independence, moral values, etc [9]. These factors can result in either satisfaction or dissatisfaction, depending on people's perspective and attitude towards their job. Job satisfaction includes 3 main components: the value, the importance of value, and perceptions [10]. Someone's perceptions and value about their job determines their job satisfaction.

2. Method

This research used descriptive verificative method to see the effects of leaders' professionalism towards its employees' job satisfaction. Descriptive verificative method is a method of examining the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present, using verification test for data processing [11]. This method was used to see a system of thought or opinions of employees regarding the effect of their leaders' professional attitude towards their own job satisfaction. Data gathered from employees were processed further using validity and reliability test to verify its validity and reliability.

A survey in the form of questionnaire regarding professionalism and job satisfaction was distributed to employees of a lab-equipment distribution company in Bandung, Indonesia thorugh field research, interviews, and direct observation. Samples gathered using non-probability sampling are employees from the distribution company. Questions in the survey are rated using 5-point Likert scale from (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; to (5) Strongly agree. These points were needed as measurement in the next step of this research.

Data gathered from object study were processed further through the use of SPSS to see the correlation between both variables. This research used validity and reliability test to verify data validity and reliability [12] with Cronbach's α indicator used as reliability measurement [13]. Validity test were done using comparison of r-table and r(item,total). After data's validity confirmation, a classical assumption test is used. Classical assumption test is used to see and determine if there is any

correlation, correlation significancy, any linear relation, linear relation significancy, data distribution, and regression model residual variance inequality between two variables in this research.

The indicators used in survey for employees regarding leaders' professionalism [14] can be seen in table 1.

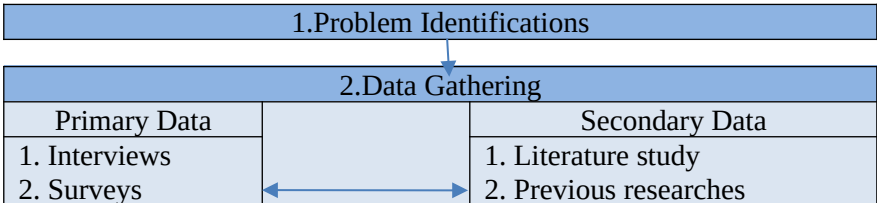**Table 1.** Professionalism indicators for each dimension.

Dimensions	Indicators
Use of professional organizations as a major reference	1. Involved or active in participating in formal organization or social group wihtin or outside organization. 2. Good relationship with co-workers or colleagues within or outside organization.
Beliefs in public service	1. The feeling of social commitment. 2. Obligated to serve general public.
Autonomy	1. Able to make their own decisions without any external interference. 2. Able to work independently.
Belief in self-regulation	1. Open to criticism and opinion of other co-workers or colleagues of same profession.
Sense of calling to the field	1. Dedicated or commited to job or profession. 2. Motivated to work.

The indicators for job satisfaction used in this research [15] can be seen in table 2.

Table 2. Job satisfaction indicators.

Dimensions	Indicators
Work Content	1. Good relationship with co-workers or colleagues within or outside organization. 2. Skills required for profession are actually useful.
Management	1. Good management. 2. Good work scheduling.
Working Condition	1. Good working condition. 2. Comfortable during work-hour.
Reward	1. Good reward and compensation.
Promotion	1. Chance of progress in work through promotion.

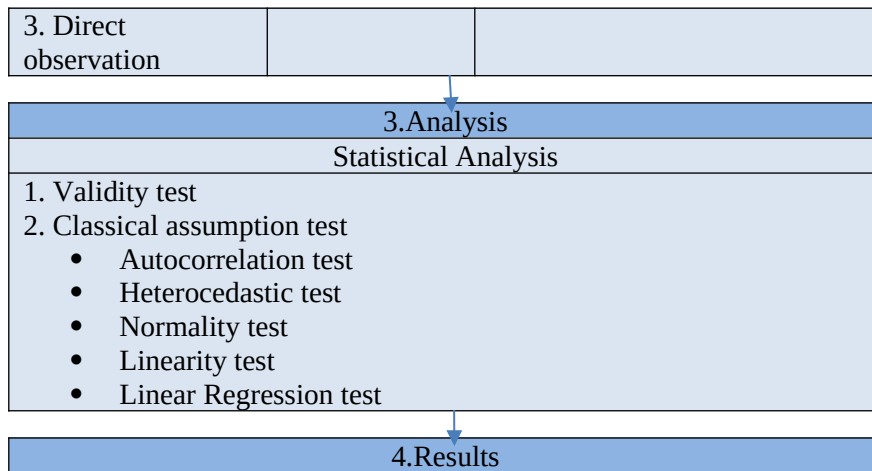The methodology framework [16] which showed stages of research can be seen in figure 1.

1.Problem Identifications		
2.Data Gathering		
Primary Data		Secondary Data
1. Interviews 2. Surveys		1. Literature study 2. Previous researches

3. Direct observation		

3.Analysis		
Statistical Analysis		

1. Validity test
2. Classical assumption test
    • Autocorrelation test
    • Heterocedastic test
    • Normality test
    • Linearity test
    • Linear Regression test		

4.Results		

Figure 1. Research methodology framework.

3. Results and Discussion

3.1. Results

After processing data, below are the result of validity and reliability test, alongside with classical assumption test. The 'X' variable shown in the results are leaders' professionalism variable, while the 'Y' variable are employees' job satisfaction. Below are the hypothesis for this research:

- H1 : Leaders' professionalism has no effect on employees' job satisfaction.
- H2 : Leaders' professionalism has a negative yet no significant effect on employees' job satisfaction.
- H3 : Leaders' professionalism has a positive yet no significant effect on employees' job satisfaction.
- H4 : Leaders' professionalism has a positive and significant effect on employees' job satisfaction.

3.1.1. Reliability and Validity Test

The result of reliability test through SPSS can be seen in table 3.

Table 3. Reliability test result.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,723	,705	19

To explain the output, the rule of George and Mallery in SPSS reliability test can be followed [13]. For the data to be accepted, the value Cronbach's α must be at least more than 0.5. Since this research's Cronbach's α value is 0,723, it can be concluded that the data has acceptable reliability.

The result of validity test through SPSS can be seen in table 4.

Table 4. Validity test result.

Questions	r (item,total)	r table	Questions	r (item,total)	r table
X.1	0,350	0,2826	Y.1	0,464	0,2826
X.2	0,411	0,2826	Y.2	0,352	0,2826
X.3	0,516	0,2826	Y.3	0,348	0,2826
X.4	0,414	0,2826	Y.4	0,319	0,2826
X.5	0,513	0,2826	Y.5	0,678	0,2826
X.6	0,402	0,2826	Y.6	0,430	0,2826
X.7	0,353	0,2826	Y.7	0,301	0,2826
X.8	0,551	0,2826	Y.8	0,503	0,2826
X.9	0,584	0,2826			

From the result in table 4, every r(item,total) for each questions were valued above r table(0,2826). The rules for determine validity is: if the r(item,total) > r table, then the data is deemed valid, and vice versa [13]. Since all r(item,total) for each questions are above r table, this research's data was deemed valid.

3.1.2. Classical Assumption Test

In this research, classical assumption test were used. This classical assumption test can be derived to autocorrelation, normality, heterocedasticity, linearity, and linear regression test. Autocorrelation test result can be seen in table 5.

Table 5. Autocorrelation test result.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,274ᵃ	,075	,045	2,186	2,556

a. Predictors: (Constant), Total X

b. Dependent Variable: Total Y

Autocorrelation test is a test to see if there is any repeating periodical pattern or a trend of value in data. To determine this, it can be seen in Durbin-Watson statistic value with a range of 0 to 4 [13].
Durbin-Watson statistic rule:
- If the value is closer to 2, then it means that there is a low-level positive autocorrelation.
- If the value is closer to 0, then it means that there is a stronger positive autocorrelation.
- If the value is closer to 4, then it means that there is a stronger negative autocorrelation.

It can be seen that the result in table 6, Durbin-Watson statistic value is 2,556, which means there is a low-level positive autocorrelation.

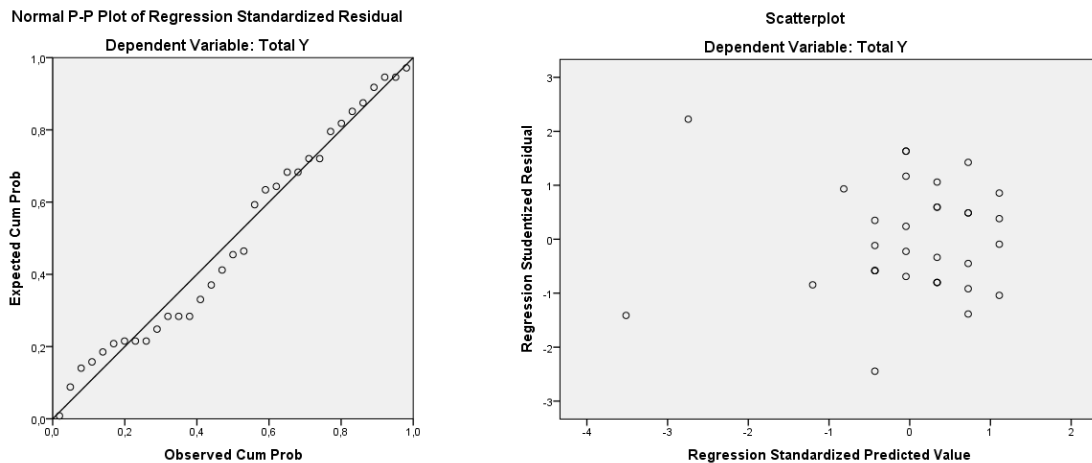Normality and heterocedasticity test result can be seen in figure 2.

Figure 2. Normality plot and Heterocedasticity scatterplot.

Normality test is a test to see wether the data is distributed normally or not. If the data is distributed with a linear pattern, that means the data is distributed normally, which that is indeed the case for the normality test result.

The purpose of heterocedasticity test is to see if there is any heteroscedasticity in the data through scatterplot observation. The result in figure 2 showed that there is no particular pattern in the scatterplot, which means that there is no heteroscedasticity in the data.

Linearity test result can be seen in table 6.

Table 6. Linearity test result.

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Total Y * Total X	Between Groups	(Combined)	65,278	8	8,160	2,062	,082
		Linearity	12,040	1	12,040	3,043	,094
		Deviation from Linearity	53,238	7	7,605	1,922	,110
	Within Groups		94,964	24	3,957		
	Total		160,242	32			

Linearity test showed the relationship between indipendent variables and dependent variables. Decision making process for linearity test can be seen as follow:
- If the value of sig. Deviation from Linearity > 0,05, then the relationship between independent and dependent variable is linear.
- If the value of sig. Deviation from Linearity < 0,05, then the relationship between independent and dependent variable is not linear.

Since the result's sig. Deviation from Linearity is 0,110(more than 0,05), it can be concluded that the relationship between leaders' professionalism and employees' job satisfaction is linear.

Linear regression test result can be seen in table 7.

Table 7. Linear regression test result.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	19,978	5,393		3,704	,001		
	Total X	,236	,149	,274	1,587	,123	1,000	1,000

a. Dependent Variable: Total Y

Linearity regression test showed the significance of indipendent variables towards dependent variables. Linear regression result from table 8 showed a positive result of Unstandardized B(0,236) which means the linear relationship between 2 variables is positive. While the result's Sig. Is 0,123, which is more than significance(α) of 5%, this showed the linear relationship between 2 variables is not significant.

3.2. Discussion

From the results above, it can be concluded that leaders' professionalism has a positive yet insignificant effect on employees' job satisfaction, similar to previous research [5]. The relationship between leaders' professionalism and employees' job satisfaction is linear, which means every positive change in leaders' professionalism will affect employees' job satisfaction positively. Data used in this research is distributed normally and without any heteroscedasticity. There is also a low-level positive autocorrelation in the data.

The results from above has similar conclusion with previous research, especially regarding the positive and linear relationship between leaders' professionalism and employees' job satisfaction [5]. The main difference of this research and other previous journal is the research subject, where in this research, the subject are employees with personal opinion towards their leader. There is a suspected factor which linked both variables' linear relationship, and that factor is good relationship towards coworkers [5] [3]. Good relations between coworkers are suspected because both variables' dimensions have good relationships with coworkers for their indicators, although further research are needed to verify this theory.

4. Conclusion

It can be concluded that leaders' professionalism has a positive yet insignificant effect on employees' job satisfaction with a linear relationship between them. Data used in this research is a valid and reliable collection of employees' opinion towards their superiors or leaders. This research shows that there may have been a link between both variables that resulted in a linear relationship between each other, and that link may have been good relationship with coworkers. Leaders' professionalism can work as a support for employees' job satisfaction, and ultimately, their well being.

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