Ethical Leadership Anomaly On Organizational Commitment In The Indonesian FDA

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ABSTRACT

This study aims to determine the influence of Ethical Leadership on Job Satisfaction, Ethical Climate and Organizational Commitment at staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). Data collection techniques are done by distributing questionnaires using ordinal scales. This research was conducted on 70 respondents by using quantitative descriptive approach and hypothesis testing. The collected data is then analyzed using the technique analysis Structural Equation Modeling (SEM) through SmartPLS (Partial Least Square) software. The results of this study show that Ethical Leadership positively and significantly influence on Ethical Climate, Job Satisfaction and Organizational Commitment at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA).

Keywords: Ethical Leadership, Job Satisfaction, Ethical Climate, Organizational Commitment, Indonesian Food and Drug Authority.

INTRODUCTION

Manpower or employees are very important human resources in a company, because without employees the company will not be able to run optimally. Managing human resources in an organization is not easy, because it involves various elements in the organization, namely employees, leaders and the system itself. The impact of globalization that is increasingly widespread today requires creativity and work in high intensity (Dewi *et al* 2018). Human Resources is the design of formal systems in an organization to ensure the effective and efficient use of human talent in order to achieve organizational goals (Mathis 2006). argued that the quality of human resources is a person's knowledge, skills and abilities that can be used to produce professional services (Hariandja, 2020; Pitaloka, 2019; Hidayat, 2018; Marwansyah, 2010).

Job satisfaction as a person's good and positive feelings occurs because of his own job evaluation and work experience Mugiono *et al*, 2020; Nurhayati, 2017; Hafid and Prasetio, 2017; Soelton and Atnani, 2018; Siregar and Sihaloho, 2019; Locke, 2016). According to Robbins (2014) Positive feelings about work, resulting from an evaluation of its characteristics, a person with a high level of job satisfaction will have positive feelings about his job, while someone with a low level will have negative feelings. Job satisfaction is an emotional situation and cognitive assessment related to the influence of administration and employee leadership practices (Michalos, 2016). According to (Issa *et. al* 2013) in (Soelton, Ria, S., & Arifin, F 2018) job satisfaction is a positive attitude and pleasant emotional

feelings towards one's work and environment. Recent studies show employees are less likely to experience stress and have job satisfaction when they work under a leader who acts as the main source of ethical guidelines (Schaufeli and Bakker 2004; Sharif and Scandura 2013).

Previous research, namely Güngör in 2016 with the research title "The Power of Prediction and Ethical Leadership Behavior of Administrators on Job Satisfaction" stated that ethical leadership has a positive relationship with job satisfaction and ethical leadership has a positive relationship with all dimensions of job satisfaction. The organizational ethical climate according to Cullen, Victor & Stephens (1988) is the employee's perception of typical organizational practices and procedures that have ethical content. Previous studies in higher education settings have shown that the perceived work environment (or ethical climate) has been considered an alternative to extrinsic rewards that facilitates staff commitment especially when they feel that the institution provides organizational support (Fuller et al. 2006; Winter and Sarros 2002). Ethical leadership can improve the team-level ethical culture / climate, further leading to individual employee ethics and unethical cognition and behavior (Mayer et al. 2010; Schaubroeck et al. 2012). The ethical climate outlines how the company as a whole faces ethical issues, which are closely related to decision making activities. Previous research, namely (Mayer et al, 2010; Schaubroeck et al, 2012). On previous research (Choi, Ullah and Kwak, 2015; Demirtas and Akdogan, 2015) in their research entitled "The Effects of Ethical Leadership on Ethical Climate, Intensity of Outgoing Employees and Affective Commitment" that Ethical Leadership has a significant correlation with ethical climate.

Organizational commitment is an ongoing process in which employees show their concern for the organization (Soelton, 2018; Arijanto, 2018; Sidharta and Margaretha, 2011; Mowday et al in Sopiah, 2008). Organizational commitment is a willingness to exert extra effort for the benefit of the organization and a strong desire to maintain membership in the organization (Zeinabadi and Salehi, 2011). Defines organizational commitment as the relative strength of employee identification and engagement in a particular organization, the extent to which they are likely to work on their behalf, and the likelihood that they will stay in the organization for the long term (Mowday et al 2016). Previous research, namely Monga and Cilliers in 2016 with the research title "Perceptions of ethical leadership in relation to employee organizational commitment in an organization in the Democratic Republic of the Congo" stated that ethical leadership has a positive and significant effect on organizational commitment.

LITERATURE REVIEW

Ethical Leadership

Ethical leadership is the principles, beliefs and values of right and wrong describing the basis of organizational behavior so as to formulate the basis for leaders to influence employees in achieving organizational goals (Al-Sharafi & Rajiani, 2013).
Brown (2005) further defines ethical leadership as the process of influencing employees through values, principles and beliefs that broadly border accepted norms in organizational behavior. This definition outlines an essential part of ethical leadership. Güngör (2016) suggests that there is a new element in the notion of ethical leadership. According to him, one of the essences of ethical leadership is "service". This opinion is motivated by the concept of "servant leadership" he proposed. Leaders are essentially servants who are responsible for providing service to their followers. Leaders help followers to become healthier, wiser and more willing to accept responsibility.

Job Satisfaction

According to Sutrisno (2012) job satisfaction is the feeling of being happy or happy in a worker in respecting and carrying out his job. Bakotić and Babić (2013) stated that job satisfaction can affect work behavior and organizational performance. Siregar (2011) states that job satisfaction will be felt by a worker if there is a match between expectations and reality that a worker gets. According to Mangkunegara (2009) job satisfaction is a feeling that supports or does not support employees who are related to their work or their condition. Feelings related to work and with his condition. Job-related feelings involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, quality of supervision. Meanwhile, the feelings related to him include age, health conditions, abilities, and education.

Ethical Climate

According to Victor and Cullen (1988), an organizational ethical climate is defined as "prevailing perceptions of organizational practices and procedures that have ethical content", the ethical climate of the organization is part of the overall organizational climate. Victor and Cullen (1987 and 1988) state that there are three main factors that cause the creation of an ethical climate in the company. First, the creation of a good corporate culture. Second, the development of an organizational condition based on mutual trust (trust-based organization). Third, the formation of employee relationship management. These three factors occur because of several interactions, namely self-interest, company profits, implementation of efficiency and group interests which consist of egoism, namely the nature that prioritizes the interests of others consisting of friendship, teamwork and social responsibility.

Organizational Commitment

Organizational commitment is a collection of feelings and beliefs that these people have the organization as a whole (George and Jones in Rini, et al., 2013). Organizational commitment describes an employee's affective commitment to their business (Naqvi et al., 2011). According to Priansa (2014: 232) organizational commitment is an identification of the feeling, involvement, and loyalty shown by employees towards the organization where they serve and work. According to Zeinabadi and Salehi (2011) Organizational commitment is a willingness to exert extra effort for the benefit of the organization and a strong desire to maintain membership in the organization.

2. Conceptual Framework

The model shown in fig. is made based on the review of the literature for this paper.
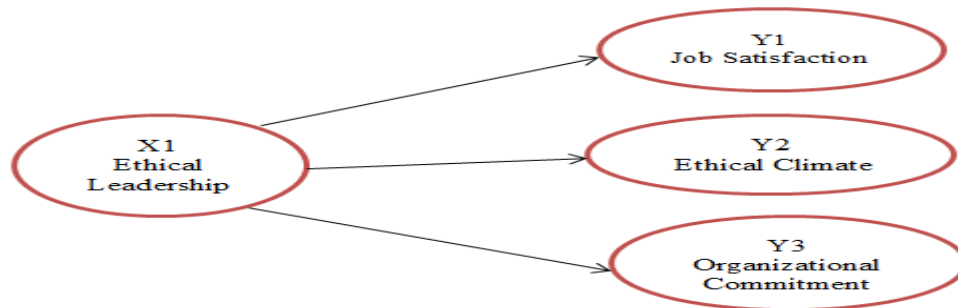
Source: From data processing (2019)

Figure 1: Conceptual Framework

Regarding the previous, the following hypotheses are proposed:

H1: Ethical leadership has a positive and significant effect on job satisfaction.

H2: Ethical leadership has a positive and significant effect on ethical climate

H3: Ethical leadership has a positive and significant effect on organizational climate

METHODOLOGY

Research Design

Researcher took causal analysis methods. Causal analysis is a causal relationship. Which means the research conducted to find out about the effect of one or more independent variables (independent variables) on the dependent variable (the dependent variable). The purpose of causal research in this case is to find out whether there is an influence of ethical leadership on job satisfaction, ethical climate and organizational commitment. The approach taken in this research is a quantitative approach.

Data Collection Instrument

The instrument used for data collection was a questionnaire submitted to employees. The questionnaire was distributed to 70 respondents of staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). The population used in this study is 70 respondents of staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). The study uses the sampling method of saturated sampling, which is a sampling technique where all members of the population are used as samples. Then the number of samples used in this study were 70 employees. Data analysis and interpretations for research aimed for answering research questions in order to uncover certain phenomena. By analyzing the data using the Structural Equation Modeling (SEM) of the PLS3.0 statistical software is used in the model and hypothesis assessment, structural equation modeling.

RESULT AND DISCUSSION

Validity and Test Reability

Table 1: Result Test of Convergent Validity

Variable	Indicator	Outer Loading	Remarks
Ethical Leadership	KE1	0,627	Valid
	KE2	0,597	Valid
	KE4	0,691	Valid
Job Satisfaction	K1	0,511	Valid
	K4	0,663	Valid
	K5	0,771	Valid
	K7	0,698	Valid
	K9	0,607	Valid

| Variable	Indicator	Outer Loading	Remarks
Ethical Climate	I2	0,692	Valid
	I3	0,705	Valid
	I5	0,577	Valid
Organizational Commitment	KO1	0,600	Valid
	KO3	0,569	Valid
	KO5	0,801	Valid
	KO8	0,854	Valid

Source: From data processing (2019)

Table 1 show that all indicators have met the convergent validity, because it has loading factor above 0.5 and thus all the indicators to measure the construct of the study was valid. If all indicators have loading factor above 0.5 then the proposed measurement model has the potential for further testing.

Table 2: Composite Realibility Testing Result

Variable	Composite Reliability	Cornbach's Alpha	Remarks
Ethical Leadership	0,744	0,765	Reliable
Job Satisfaction	0,806	0,824	Reliable
Ethical Climate	0,811	0,830	Reliable
Organizational Commitment	0,796	0,791	Reliable

Source: From data processing (2019)
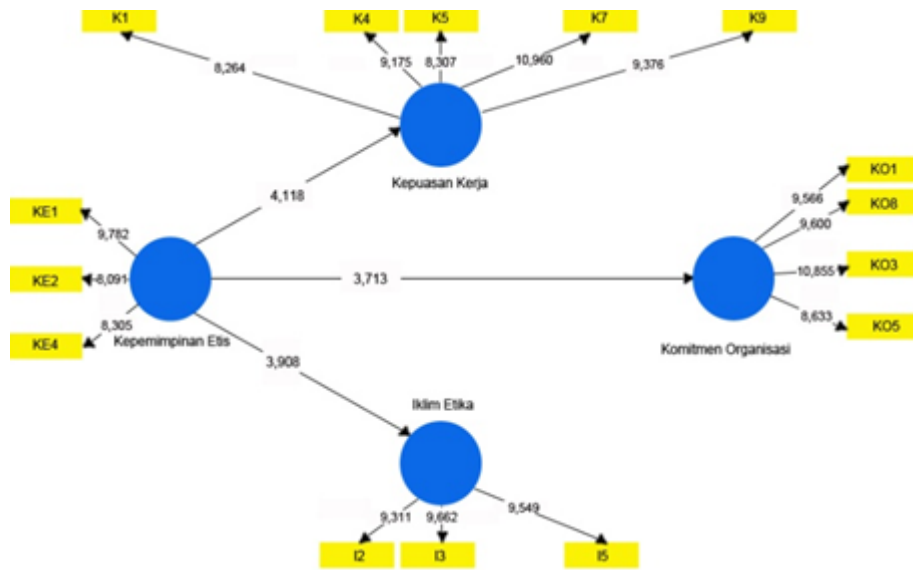
Source: Output PLS (2019)

Figure 2: The Correlation of Variables

Table 2 show that result of testing composite reliability and Cronbach's alpha show satisfactory values, because all latent variables have composite reliablity and Cronbach's alpha values ≥ 0.70. This means that all latent variables are said to be reliable.
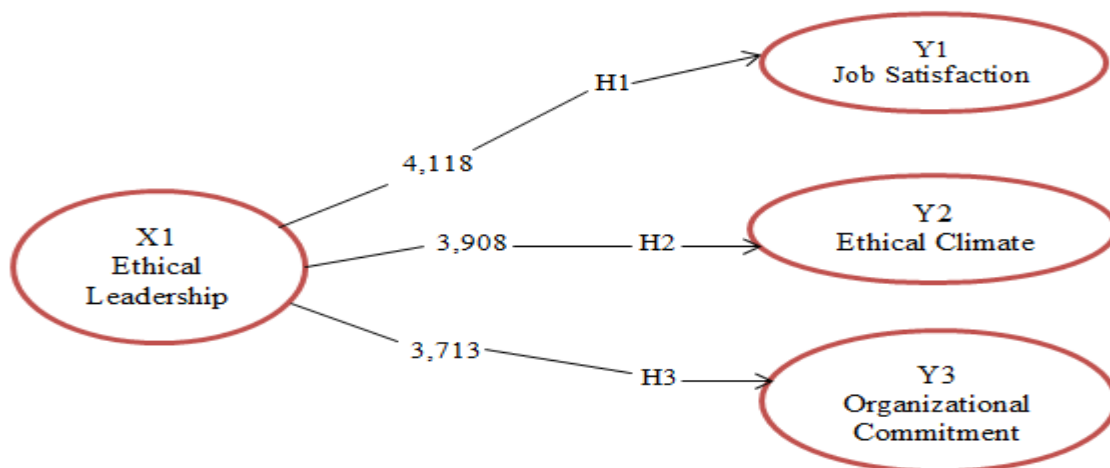
Hypothesis Test

As a basis for making hypotheses by comparing the amount of t-table with t-test at alpha of 0.05 (5%) = 1.96. If the t-table is less than alpha 1.96, then the hypothesis is not accepted or rejected, and vice versa if the t-table > 1.96, then the hypothesis is accepted or a significant difference between the two variables.

Table 3: Hypothesis Test Results

	Original Sample	Standard Deviation	T Statistics	P Values	Remarks
Ethical Leadership -> Job Satisfaction	0,599	0,307	4,118	0,001	Positive – Significant
Ethical Leadership -> Ethical Climate	0,417	0,392	3,908	0,000	Positive – Significant
Ethical Leadership -> Organizational Commitment	0,425	0,455	3,713	0,000	Positive – Significant

Source: From data processing (2019)

Source: Output PLS (2019)

Figure 3: The Testing Result

Effect of ethical leadership on job satisfaction

Based on the hypothesis test in this study the results obtained a T-statistic value of 4,118 original sample value of 0.599, and a P value of 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value is less than 0.05, these results indicate that ethical leadership has a positive and significant effect on job satisfaction. Ethical leadership has a positive and significant effect on job satisfaction on staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). This means that if ethical leadership in a good company, then the satisfaction received by employees is also good and can affect the results of job satisfaction. From the results of research by (Okan and Akyiiz, 2015)

Effect of ethical leadership on ethical climate.

Based on the hypothesis test in this study the results obtained T-statistic value of 3.908, the value of the original sample of 0.417, and the value of P Values of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value and the P Values value is less than 0.05, From the results of research by (Hutagalung *et al*, 2020; Choi, Ullah and Kwak, 2015; Rothmann and Hamukang'andu, 2013); ethical leadership has a positive and significant effect on ethical climate on staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). This means that if ethical leadership is good then the atmosphere of ethical climate in the company will be good.

Effect of ethical leadership on organizational commitment

Based on the hypothesis test in this study the results obtained T-statistic value of 3,713, original sample value of 0.425, and P value of values of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value is less than 0.05. Ethical leadership has a positive and significant effect on organizational commitment on staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). This means that if ethical leadership in a

company is good and fair then organizational commitment in the company will also increase. From the results of research by (Mongal and Cilliers, 2016; Soelton *et al*, 2020; Suzabar *et al*, 2020)

CONCLUSIONS AND SUGGESTION

Conclusion
This study tries to analyze variables related to Ethical Leadership on Job Satisfaction, Ethical Climate and Organizational Commitment at staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). The results of this study were obtained from research on the employees. From the results of calculations in this study, the following conclusions can be drawn:
1. Ethical leadership has a positive and significant effect on job satisfaction on staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). This means that if ethical leadership in a good company, then the satisfaction received by employees is also good and can affect the results of job satisfaction.
2. Ethical leadership has a positive and significant effect on ethical climate on staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). This means that if ethical leadership is good then the atmosphere of ethical climate in the company will be good too.
3. Ethical leadership has a positive and significant effect on organizational commitment on staff at the Drug Registration Directorate of the Indonesian Food and Drug Authority (Indonesian FDA). This means that if ethical leadership in a company is good and fair then organizational commitment in the company will also increase.

Suggestion
Based on the conclusions above, it can be put forward some suggestions that are taken into consideration for campony and for future researchers:
1. The company further improves in terms of good and fair leadership so that the atmosphere within the company at work feels comfortable and the resulting work will also be good and employees respect each other.
2. Companies can make things better for employees so that employee satisfaction can also increase.
3. Companies to maintain from a leadership perspective to be even better, if the leader in a company is fair and good, the employee's organizational commitment will also increase.

Further Research Suggestions
According to the hypothesis we developed, we can look for it in the future with a variety of variables and more population

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