

# Analysis of the Effect of Ethical and Benevolent Leadership on Job Satisfaction Mediated by Loyalty to Supervisors

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## ARTICL2021-01-11E INFO

### ABSTRACT

#### Article history

Received 2021-01-11

Revised 2021-02-12

Accepted 2021-03-22

#### Keywords

Ethical Leadership

Benevolent Leadership

Job Satisfaction

Loyalty to Supervisor

The development of a company depends on the leadership's ability to carry out their duties. The company's success can be achieved if good cooperation between the leaders and subordinates is carried out. Good collaboration between leaders and subordinates does not guarantee job satisfaction. This research aims to analyze the relationship between ethical leadership, benevolent leadership, and job satisfaction mediated by loyalty to supervisors. The research method used the purposive sampling method. Methods of data analysis using SMARTPLS with 75 respondents from 3 private companies operating in Purwokerto, Central Java. Data collection methods: observation, interviews, online questionnaires. The results showed that there was a significant influence between ethical leadership, benevolent leadership on loyalty to supervisor, there was a significant relationship between ethical leadership on job satisfaction, job satisfaction was not influenced by benevolent leadership, there was a significant influence between benevolent leadership on job satisfaction mediated by loyalty to supervisor.

## 1. INTRODUCTION

Companies that can achieve a competitive advantage cannot be separated from the leader's success in carrying out their duties. Cooperation between the leadership and subordinates can be a determining factor for the success of the company. Besides working well together, the factor of loyalty to the supervisor can also be a factor of success because it can motivate subordinates to work better. According to Blau (1964), in the social exchange theory, there is an explanation of the reasons that ethical leadership can predict loyalty to a supervisor, namely when subordinates are treated ethically. With respect by the leader, they will be considered fair during their interaction with their supervisor or leader, so that subordinates are expected to provide something. Instead, for example, showing loyalty to supervisors. Loyalty to supervisors refers to behavior in which a subordinate is involved in supervisory activities, including initiating subordinate accommodation, assistance with tasks, obedience, and sacrifice for supervisors (Chen, Tsui, & Farh, 2002; Jiang & Cheng, 2008).

Leadership is an essential predictor of loyalty to a supervisor (Chen et al., 2002; Ding, Lu, Song, & Lu, 2012). More and more research shows that ethical leadership is positively correlated with performance in roles (Walumbwa et al., 2011), helping (Kalshoven, Den Hartog, & de Hoogh, 2013), and loyalty/commitment to the organization (Tupper, 2012; Yates, 2014) ) most relevant to this research. Tupper (2012) found that ethical leadership is positively correlated with employee cognitive and emotional loyalty to the organization. According to Yates (2014) revealed that ethical leadership could predict follower loyalty to the organization. Based on these findings that there is a relationship between leadership ethics and loyalty to the organization. This study aims to determine whether ethical and benevolent leadership can predict the loyalty of subordinates to superiors and can lead to a sense of satisfaction with their work. Regarding the mechanisms underlying the relationship between Subordinate's Loyalty to Supervisor (SLS), it refers to the behavior of a subordinate who is involved



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for the benefit of the supervisor, such as providing task assistance, being obedient, willing to sacrifice for supervisors and benevolent leadership, previous research shows that a leader (the Chinese state) often serves as a center of power and authority and thus expects followers to be loyal (Jiang & Cheng, 2008). Because of this expectation, SLS has become an important standard for categorizing employees; this is also a critical basis for assessing whether subordinates' behavior is in accordance with the supervisor's expectations.

Previous research conducted in China resulted in the influence of transformational leadership (Yu et al., 2010), servant leadership (T.-Y. Wu, Hu, & Jiang, 2012), benevolent leadership (T.-Y. Wu et al., 2012), charismatic leadership (M. Wu & Wang, 2012), paternalistic leadership (Jiang & Cheng, 2008) towards loyalty to supervisors. Over the past several decades, ethical leadership has become an important theme in the managerial and academic world (Brown & Treviño, 2006; L.J. Farh, Liang, Chou, & Cheng, 2008; Kovjanic, Schuh, & Jonas, 2013; Li, Xu, Tu, & Lu, 2014; Neubert, Wu, & Roberts, 2013) because it has a significant correlation with supervisory trust and organizational justice (M. Wu, Huang, Li, & Liu, 2011), psychological empowerment (Zhu, May, & Avolio, 2004). Ethical Leadership has recently been considered a key predictor that influences moral behavior and employee behavior towards the organization (Neubert et al., 2013). Previous research is a lot of research on ethical leadership based on the western world. However, there has been no research explicitly exploring the impact of ethical leadership on loyalty to superiors in East Asian culture, especially in Indonesia, to be a research gap. And based on the results of interviews with the staffing department in the three companies studied, employee turnover is still quite high.

## 2. LITERATURE REVIEW

### Ethical Leadership and Loyalty to a Supervisor

Several empirical research results on ethical leadership and loyalty to supervisors in an organization provide evidence that there is a correlation or relationship between ethical leadership and loyalty to supervisors; this statement is similar to the results of Brown & Treviño's (2006) research that ethical leadership is directly related to the work attitudes of followers/subordinates. And provide suggestions that ethical leadership can develop loyalty to supervisors to become loyal to the organization. Meanwhile, according to the results of empirical research (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009), the loyalty of subordinates in the organization. Other research from (Kim & Scullion, 2011) found that middle managers' ethical behavior is positively correlated with loyalty to the organization. A recent study from Yates (2014) found that ethical leadership is associated with loyalty to the organization. It should be noted that organizational loyalty is positively related to loyalty to supervisors in Chinese culture (Zhang, Huai, & Xie, 2015). According to Chinese cultural values , the relationship between supervisors and subordinates still plays an important role in hierarchical relationships even though it occurs in modern Chinese companies. (J.-L. Farh& Cheng, 2000).

### Benevolent Leadership and Loyalty to a Supervisor

Subordinate's loyalty to a supervisor (SLS) refers to the behavior of subordinates involved in the interests of the supervisor, such as assisting in completing tasks, being obedient, and willing to sacrifice for the sake of superiors (Chen et al., 2002; Jiang & Cheng, 2008). According to J.-L. Farh& Cheng, (2000) SLS is also based on leaders who pay attention to and maintain existing subordinates, this kind of behavior is known as benevolent leadership. By showing good leadership, supervisors can gain higher status and power to control aids. That is, a benevolent leadership when successful in responding to SLS, can serve as a tactic or strategy to strengthen his or her power as a manager or supervisors; benevolent leader can also play a role in helping maintain hierarchy and order in the relationship between supervisors and subordinates (J.-L Farh& Cheng, 2000; Pellegrini & Scandura, 2008). Previous research has supported the idea that SLS leads to benevolent leadership supervisory behavior (for example, (L. J. L. Farh et al., 2008; M. Wu et al., 2011)).

### Ethical Leadership and Job Satisfaction

Research (Brown, Treviño, & Harrison, 2005) states that ethical leadership is strongly correlated with staff job satisfaction with their supervisors. They argue that subordinates tend to show higher job satisfaction with an ethical leader who "disciplines wrongdoers, treats their followers fairly and is considerate, and exhibits a transformational leadership style" (Brown et al., 2005). (Brown & Treviño, 2006) argue that ethics is positively related to positive follower attitudes, and they postulate that ethical leadership has a positive influence on follower satisfaction.

### Benevolent Leadership and Job Satisfaction

Benevolent leadership and job satisfaction, moral leadership appears positive effects on subordinate job satisfaction (J.-L. Farh & Cheng, 2000; L. J. L. Farh et al., 2008). Relatively, Authoritarian Leadership reveals a very negative relationship with Job Satisfaction and a significant negative prediction appears (T.-Y. Wu et al., 2012). In conclusion, this study considers that subordinates' rewards, job character, and overall job satisfaction can be promoted when leadership is evolved and individual behavior is attentive, understanding, fair, and responsible by adopting moral leadership. Benevolent leadership (kindness) and moral leadership reveal positive effects on job satisfaction, while Authoritarianism negatively affects intrinsic job satisfaction (Chou, Sibley, Liu, Lin, & Cheng, 2015).

### Benevolent Leadership, job satisfaction, and loyalty to supervisors

Appreciation, job character, and overall subordinate job satisfaction will be promoted when there is benevolent leadership and individual behavior that is attentive, understanding, fair, and responsible by adopting moral Leadership (L. J. L. Farh et al., 2008). Benevolent Leadership (kindness) and moral Leadership reveal positive effects on job satisfaction, while Authoritarian Leadership appears to have a very negative effect on Intrinsic Job Satisfaction (Chou et al., 2015). The behavior of a kind-hearted leader has two direct and indirect impacts on job satisfaction. Loyalty to supervisors can be a thing that can affect job satisfaction (Chou et al., 2015).

### Ethical Leadership, job satisfaction, and loyalty to supervisors

Ethical leadership is strongly correlated with staff job satisfaction with their supervisors (Brown et al., 2005). Research (Brown et al., 2005) argues that ethics is positively related to positive follower attitudes, and they postulate that ethical leaders have a positive effect on follower satisfaction. Neubert et al. (2009) empirically proved that ethical leadership behavior directly affects follower job satisfaction. Loyalty to supervisors can be things that can affect job satisfaction (Chou et al., 2015)

### Framework Research

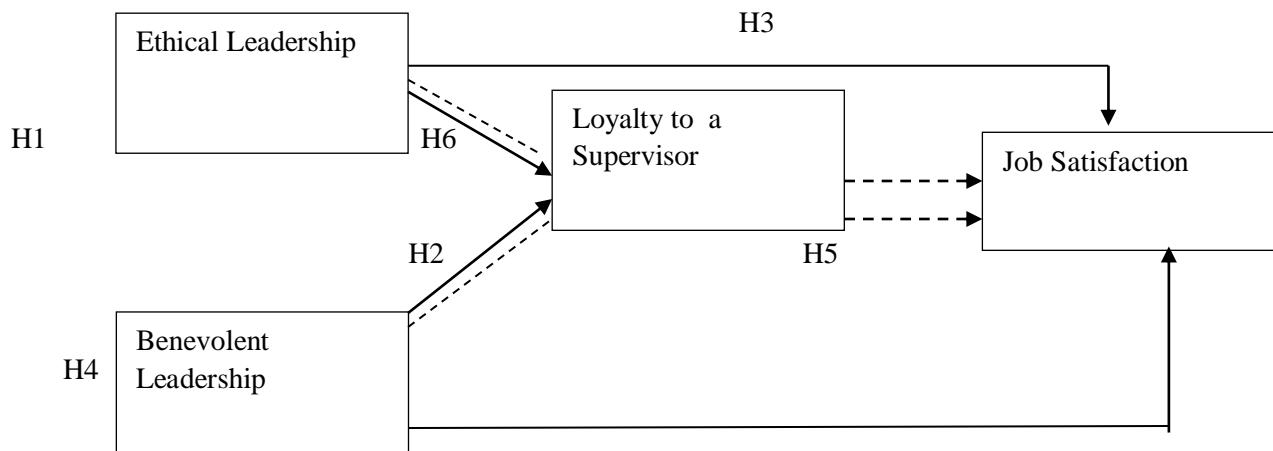


Figure 1. Framework Research

## Hypothesis

- H<sub>1</sub>: Kepemimpinan Etik (*Ethical leadership*) berpengaruh positif terhadap Kesetiaan kepada atasan (*Loyalty do supervisor*)
- H<sub>2</sub>: Kepemimpinan Baik Hati (*Benevolent leadership*) berpengaruh positif terhadap Kesetiaan kepada atasan (*Loyalty to supervisor*)
- H<sub>3</sub>: Kepemimpinan Etik (*Ethical leadership*) berpengaruh positif terhadap Kepuasan Kerja (*Job Satisfaction*)
- H<sub>4</sub>: Kepemimpinan Baik Hati (*Benevolent leadership*) berpengaruh positif terhadap Kepuasan Kerja (*Job Satisfaction*)
- H<sub>5</sub>: Kepemimpinan Baik Hati (*Benevolent leadership*) berpengaruh positif terhadap Kepuasan Kerja (*Job Satisfaction*) yang di mediasi Kesetiaan kepada atasan (*Loyalty to supervisor*)
- H<sub>6</sub>: Kepemimpinan Etik (*Ethical leadership*) berpengaruh positif terhadap Kepuasan Kerja (*Job Satisfaction*) yang di mediasi oleh Kesetiaan kepada atasan (*Loyalty to supervisor*)

## 3. RESEARCH METHOD

### a. Population and Sample

In this study, the population is employees in 3 companies in Purwokerto. The sample chosen is superiors and subordinates who have had a more significant service life equal to 2 (two) years ( $\geq 2$  years), two years of service is considered as employees who are more familiar with the company's condition, a sample of 75 people.

### b. Method of collecting data

#### 1. Questionnaire

The questionnaire was distributed to employees with specific criteria in 3 educational institutions in Purwokerto, namely Higher Education Institutions (3 Private Universities (PTS) in Purwokerto). This data is taken in mid-2020.

#### 2. Literature study

By reading and obtaining information and data from books, scientific research journals, and the internet. Books: Resource Management, Management, Leadership. An explanation of the basic theory of leadership can be obtained from books and how to manage management resources in the company. Research journals are used as the basis of knowledge on research that other people have done.

#### 3. Observation and Interview

We were conducting direct observations in 3 companies, namely PTS X, PTS Y, PTS Z, about work situations. Observations were made in mid-2020, namely June and July. We were observing employee behavior in carrying out and completing work, seeing employee responses in response to orders from superiors, observing supervisor behavior, and paying attention to existing work situations. As well as interviews with employees about the conditions and position of the company

## Data Analysis Method

### Measurement (Outer) Model

To test the model, SEM (Structural Equational Modeling) analysis is used based on Partial Least Square (PLS). PLS is an SEM approach that shifts from line-up covariance to variant. Covariance-based SEM models generally test for causality or theory, while PLS is more of a predictive model (Latan and Ghazali, 2012). The analysis technique in this study used the PLS technique, which was carried out in two stages, namely:

1. First: measurement model test, testing the validity and reliability of each foreign indicator's constructs.
2. Second: conducting a structural model test to know whether there is an influence between variables/correlations between constructs as measured using the PLS t-test.

### Validity and Reliability

Data collection using a questionnaire. To determine the level of validity and reliability of

the questionnaire, researchers used the SmartPLS 2.0 program. Using SMARTPLS because it can solve multiple regression problems such as the sample size used in small studies, the presence of missing data occurs multicollinearity (Jogiyanto, 2009: 11).

To test the validity by correlating the Ijen score with the construct afternoon, which resulted in the loading factor value. The loading factor value is high if the components or indicators are correlated more than 0.70 with the construct you want to measure. However, for the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (College, Chin, Marcolin, & Newsted, 2003).

Reliability test states the results of measurements can be trusted or relied upon; the results are relatively consistent after several sizes are made. To measure the level of reliability of the research variables, Cronbach alpha, and composite reliability were used. The measurement item is said to be reliable if it has a Cronbach alpha more significant than 0.6.

### **Structural Inner Model**

The structural model test aims to look at the correlation between the measured constructs, which is the t-test of the least square particle. Structural or inner model measurements can be seen through the R-Square model value, which shows how much influence between variables in the model. The next step is to estimate the path coefficient, to see the estimated value of the path relationship in the model obtained through bootstrapping, which is considered significant if the t statistical value is greater than 1.96 (significance level 5%) or greater than 1.65 (10% significance). ) for each of its paths.

### **Hypothesis Test**

#### *Testing the influence hypothesis*

To determine whether there is an influence between variables in the research model, a hypothesis test is used. Hypothesis testing is done with a level of confidence 95% or  $\alpha = 0.05$  (significance level)

The criteria for  $H_a$  are not accepted if  $P \geq 0.05$  ( $H_0$  is accepted)

$H_a$  is accepted if  $P < 0.05$  ( $H_0$  is accepted)

#### *Mediation Testing with the Sobel t-test*

Mediation testing is carried out using a Sobel procedure (Ghozali, 2009) and is known as the Sobel test (Sobel test). The Sobel test is carried out by testing the strength of the indirect effect of X to Y through M. The steps taken are as follows:

- 1) Calculating the indirect effect of X to Y through M is calculated by multiplying the X to M (a) paths by the M to Y (b) or ab paths.
- 2) Calculating the coefficient  $ab = (c - c')$ .  $c$  is the direct effect of X on Y without controlling M, while  $c'$  is the coefficient of influence of X on Y after controlling for M. The standard error of the coefficients  $a$  and  $b$  are written as  $sa$  and  $sb$ , and the magnitude of the str error of the indirect effect is  $sab$
- 3) Calculating the  $sab$  calculated by the formula below:

$$sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

- 4) Calculating the t-test calculated by the formula below:

$$t = \frac{ab}{sab}$$

- 5) Determination of  $H_0$  and  $H_1$

$H_0$ : loyalty to superiors does not mediate between ethical leadership variables on job satisfaction

$H_1$ : loyalty to superiors mediates between ethical leadership variables on job satisfaction

- 6) Criteria for acceptance of the hypothesis:

$H_0$  is accepted if  $-t_{\text{table}} < t_{\text{count}} < t_{\text{table}}$

$H_0$  is rejected if  $t_{\text{count}} > t_{\text{table}}$  or  $t_{\text{count}} < -t_{\text{table}}$

## 4. RESULT AND DISCUSSION

### Result

#### Data Analysis

There are several steps to analyze a research model using SmartPLS.

#### 1. Outer model analysis

The outer model analysis aims to test that the measurement used is feasible to be used as a measurement medium, has the same role as the validity and reliability test.

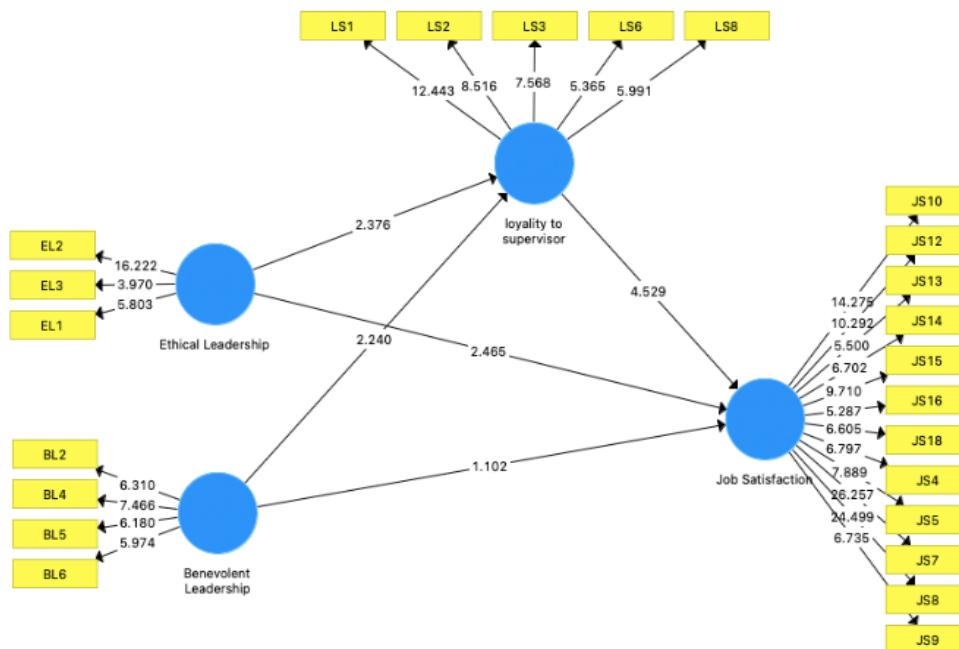


Figure 2. Outer Model Analysis

Figure 1 above is the output model of the test results. An indicator is said to have good reliability if the outer loading value is above 0.70. While the outer loading value can still be tolerated up to 0.50 and below the 0.50 value can be dropped from the analysis (Ghozali, 2015). This study discards several parameters because the loading factor is <0.5, namely EL4, BL1, BL3, LS4, LS5, LS7, JS1, JS2, JS3, JS6, JS11, JS17.

Apart from that, the convergent validity value can be seen based on the average variance extracted (AVE) value, where each construct must be above > 0.5. According to Fornell and Larcker (1981), it is clear that the allowed AVE value is <0.5 as long as the CR value is > 0.6.

**Tabel 1.** Composite Reliability dan AVE

|                       | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------|-----------------------|----------------------------------|
| Benevolent Leadership | <b>0.815</b>          | <b>0.525</b>                     |
| Ethical Leadership    | <b>0.754</b>          | <b>0.509</b>                     |
| Job Satisfaction      | <b>0.925</b>          | <b>0.511</b>                     |
| Loyalty to Supervisor | <b>0.843</b>          | <b>0.519</b>                     |

To ensure there are no problems in measuring reliability, namely by looking at the composite reliability value. This composite reliability value is intended to evaluate the outer model or

unidimensionality test. In this study, the measurement value (cut off value) used was composite reliability  $> 0.7$ .

The test for discriminant validity is done by comparing the value of the cr square root of AVE with the correlation value between constructs. The indicator qualifies for discriminant validity if the cross-loading value on each indicator variable is the largest compared to other variables

Table 2. Discriminant Validity

|      | Fornell-Larcker Crit... | Cross Loadings     | Heterotrait-Monotra... | Heterot...             |
|------|-------------------------|--------------------|------------------------|------------------------|
|      | Benevolent Leader       | Ethical Leadership | Job Satisfaction       | loyalty to supervis... |
| BL2  |                         | 0.719              | 0.412                  | 0.395                  |
| BL4  |                         | 0.669              | 0.310                  | 0.357                  |
| BL5  | 0.774                   | 0.433              | 0.484                  | 0.334                  |
| BL6  | 0.717                   | 0.491              | 0.440                  | 0.351                  |
| EL2  | 0.514                   | 0.838              | 0.538                  | 0.487                  |
| EL3  | 0.367                   | 0.644              | 0.365                  | 0.359                  |
| JS10 | 0.453                   | 0.546              | 0.819                  | 0.648                  |
| JS12 | 0.522                   | 0.576              | 0.719                  | 0.477                  |
| JS13 | 0.392                   | 0.233              | 0.550                  | 0.452                  |
| JS14 | 0.543                   | 0.515              | 0.652                  | 0.462                  |
| JS15 | 0.377                   | 0.559              | 0.731                  | 0.523                  |
| JS16 | 0.368                   | 0.402              | 0.609                  | 0.511                  |
| JS18 | 0.235                   | 0.393              | 0.621                  | 0.255                  |
| JS4  | 0.411                   | 0.353              | 0.606                  | 0.475                  |
| JS5  | 0.338                   | 0.317              | 0.658                  | 0.477                  |
| JS7  | 0.499                   | 0.555              | 0.893                  | 0.741                  |
| JS8  | 0.429                   | 0.546              | 0.890                  | 0.722                  |
| JS9  | 0.344                   | 0.310              | 0.731                  | 0.569                  |
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| JS8  | 0.429                   | 0.546              | 0.890                  | 0.722                  |
| JS9  | 0.344                   | 0.310              | 0.731                  | 0.569                  |
| LS1  | 0.379                   | 0.524              | 0.653                  | 0.806                  |
| LS2  | 0.315                   | 0.390              | 0.563                  | 0.711                  |
| LS3  | 0.482                   | 0.256              | 0.508                  | 0.719                  |
| LS6  | 0.408                   | 0.329              | 0.370                  | 0.647                  |
| LS8  | 0.277                   | 0.389              | 0.592                  | 0.712                  |
| EL1  | 0.315                   | 0.641              | 0.436                  | 0.270                  |

## 2. Inner model analysis

Analisis struktur model yang digunakan untuk memastikan bahwa model sudah akurat atau robust melalui analisis inner model.

**Table3.** R Square dan R Square Adjusted

|                                  | <b>R Square</b> | <b>R Square<br/>Adjusted</b> |
|----------------------------------|-----------------|------------------------------|
| <b>Job Satisfaction</b>          | 0.663           | 0.648                        |
| <b>Loyalty to<br/>Supervisor</b> | 0.347           | 0.329                        |

Analysis of the model structure is used to ensure that the model is accurate or robust through inner model analysis. Table 3. R Square dan R Square Adjusted

Next, the Inner model test can be done by looking at the Q2 (predictive relevance) value. To calculate Q2, a formula can be used  $Q^2 = 1 - (1 - R^2)$

$$Q^2 = 1 - (1 - 0.648)(1 - 0.329)$$

$$Q^2 = 1 - (0.236)$$

$$Q^2 = 0.763$$

Inner model testing is through prediction relevance (Q square) or known as Stone-Geisser's. To find out the prediction capability with the blinfolding procedure, it can be done by testing the inner model prediction relevance. The test value obtained is 0.02 (small), 0.15 (moderate) and 0.35 (large) (Gozali, 2006; Jaya et.al, 2008). The final test of the model is to find the Goodness of Fit (GoF) value. The GoF value in the PLS test must be searched manually so that the author uses a formula that refers to Tenenhaus (2004)

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.511 \times 0.648}$$

$$GoF = 0.575$$

Inner model testing is through prediction relevance (Q square) or known as Stone-Geisser's. To find out the prediction capability with the blinfolding procedure, it can be done by testing the inner model prediction relevance. The test value obtained is 0.02 (small), 0.15 (moderate) and 0.35 (large) (Gozali, 2006; Jaya et.al, 2008). The final test of the model is to find the Goodness of Fit (GoF) value. The GoF value in the PLS test must be searched manually so that the author uses a formula that refers to Tenenhaus (2004)

Can be seen that the model has a large GoF so that it can be concluded that the model formed is robust.

#### 4.2. HYPOTHESIS TESTING

Based on the results of hypothesis testing with SMARTPLS, it is obtained:

Table 4. Hypothesis Analysis

|  | <b>T Statistics<br/>( O/STDEV )</b> | <b>P<br/>Values</b> |                 |
|--|-------------------------------------|---------------------|-----------------|
| <b>Ethical<br/>Leadership -<br/>&gt; Loyalty to<br/>Supervisor</b> | 2.376                               | <b>0.018</b>        | <b>Accepted</b> |

#### 4.2. HYPOTHESIS TESTING

Based on the results of hypothesis testing with SMARTPLS, it is obtained:

Table 4. Hypothesis Analysis

|  | T Statistics<br>( O/STDEV ) | P<br>Values  |                 |
|--|-----------------------------|--------------|-----------------|
| Ethical Leadership -> Loyalty to Supervisor                        | 2.376                       | <b>0.018</b> | <b>Accepted</b> |
| Benevolent Leadership -> Loyalty to Supervisor                     | 2.240                       | <b>0.026</b> | <b>Accepted</b> |
| Ethical Leadership -> Job Satisfaction                             | 2.465                       | <b>0.014</b> | <b>Accepted</b> |
| Benevolent Leadership -> Job Satisfaction                          | 1.102                       | <b>0.271</b> | <b>Rejected</b> |
| Benevolent Leadership -> Loyalty to Supervisor -> Job Satisfaction | 2.064                       | <b>0.040</b> | <b>Accepted</b> |
| Ethical Leadership -> Loyalty to Supervisor -> Job Satisfaction    | 2.091                       | <b>0.037</b> | <b>Accepted</b> |

#### 4. Discussion

Based on the results of testing the hypothesis presented in table 1 above, it is obtained:

##### a. The effect of ethical leadership on loyalty to supervisor

Based on table 4, it can be seen that the path coefficient value and the t value of each relationship between variables. The value of the ethical leadership path coefficient on loyalty to supervisor is 0.018, which means that there is a positive effect of ethical leadership on supervisors' loyalty. The t value is 2.376, the t value is more than the t table 1.6725, meaning that there is a significant effect of ethical leadership on loyalty to supervisors. This is, so hypothesis 1 is supported.

This study's results are following the results of previous research, namely (Kim & Scullion, 2011), which states that middle managers' ethical behavior is positively correlated with loyalty to supervisors and organizations.

##### b. The Influence of Benevolent Leadership and Loyalty to Supervisor

Based on table 4, it can be seen that the path coefficient value and the t value of each relationship between variables. The value of benevolent leadership's path coefficient on supervisors' loyalty is 0.026, which means that there is a positive effect of benevolent leadership on loyalty to supervisors. The t value is 2.240, the t value is more than t table 1.6725, meaning that there is a significant effect of benevolent leadership on the loyalty do supervisor. This is, so hypothesis 2 is supported.

#### c. The Effect of Ethical Leadership on Job Satisfaction

Based on table 4, it can be seen that the path coefficient value and the t value of each relationship between variables. The value of the ethical leadership path coefficient on Job satisfaction is 0.014, which means a positive effect of ethical Leadership on Job Satisfaction. The t value is 2.465, the t value is more than the t table 1.6725, meaning that there is a significant effect of ethical Leadership on Job Satisfaction. This is, so hypothesis 3 is supported. This is following research from (Brown & Treviño, 2006).

#### d. Effect of Benevolent Leadership on Job Satisfaction

Based on table 4, it can be seen that the path coefficient value and the t value of each relationship between variables. The value of the benevolent leadership path coefficient on job satisfaction is 0.271, meaning a negative effect of benevolent leadership on job satisfaction. The t value is 1.102, the t value is less than the t table 1.6725, meaning that there is no significant effect of benevolent leadership on job satisfaction. This means that hypothesis 4 is not supported. These results are following research (Chou et al., 2015), which states that benevolent leadership can, directly and indirectly, affect job satisfaction. Based on this, it is necessary to add a mediating or moderating variable.

#### e. Effect of Benevolent Leadership on Job Satisfaction mediated by Loyalty to Supervisors

Based on table 4, it can be seen that the path coefficient value and the t value of each relationship between variables. The value of the path coefficient of benevolent leadership on job satisfaction mediated by loyalty to supervisors is 0.040, which means that there is a positive effect of benevolent leadership on job satisfaction mediated by loyalty to supervisors. The t value is 2.064. The t value is more than the t table 1.6725, meaning a significant influence of benevolent leadership on job satisfaction mediated by loyalty to supervisors. This is, so hypothesis 5 is supported. This is following research from (Chou et al., 2015).

#### f. Effect of Ethical Leadership on Job Satisfaction mediated by Loyalty to Supervisors

Based on table 4, it can be seen that the path coefficient value and the t value of each relationship between variables. The value of the ethical leadership path coefficient on job satisfaction mediated by loyalty to supervisors is 0.037, which means that there is a positive effect of ethical leadership on supervisors' loyalty. The t value is 2.091, the t value is more than t table 1.6725, meaning that there is a significant effect of ethical leadership on job satisfaction mediated by loyalty to supervisors. This is, so hypothesis 6 is supported.

## 5. CONCLUSION

Based on the results of the data analysis above, the conclusions that can be drawn are:

Ethical leadership, benevolent leadership have a significant effect on loyalty to supervisors; this is because the leader always pays attention to and treats his employees well and is like family. Ethical leadership affects job satisfaction; for leaders with good ethics, it will be imitated by their employees to create a sense of satisfaction. Benevolent leadership does not affect job satisfaction; this is because benevolent leadership is not enough if it is not accompanied by appropriate behavior. Ethical leadership affects job satisfaction mediated by loyalty to supervisors; this is because achieving job satisfaction requires not only ethical leadership but also loyalty to supervisors. Employees who are loyal to supervisors can occur if they have high ethics and have commendable attitudes and traits; after loyalty to supervisors is achieved, an attitude of job satisfaction will appear indirectly.

## 6. Suggestion

For further research:

Based on the results of research, benevolent leadership does not have a significant effect on job satisfaction. This needs further investigation, such as adding new variables as mediating or moderating variables to achieve job satisfaction. Adding the number of respondents, because the respondents are few (below 100), there is a possibility that the generalization of findings from other contexts is limited.

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