Determinants of Principal Job Satisfaction in West Java Province

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Abstract. In the world of education, the issue of job satisfaction and performance has become the main concern for academics. This study aims to investigate the impact of transformational leadership, education and training, and protean careers on job satisfaction. This research is a quantitative research to obtain and collect data and information that refers to the research problem. Data collection techniques based on field research were carried out in kindergarten private schools spread across regencies/cities in West Java Province. The population in this study were all Private Kindergarten (TK) Principals of 1,503 people. Sampling using random sampling and proportional sampling as many as 316 people. The analysis technique uses multiple linear regression analysis. The results showed that transformational leadership, and education and training variables had no significant effect on job satisfaction. The protean career variable has a significant effect on job satisfaction for school principals.

Keywords: Transformational Leadership, Education, Protean Career, Job Satisfaction.

INTRODUCTION

Job satisfaction is influenced by individual thoughts in the organization, in general individuals have certain needs and expectations that trigger certain behaviors to meet these needs. The fact shows that the level of satisfaction of each individual is different, so that the concept of job satisfaction is a complicated and complex concept because it is included in the concept of individual mentality and interpersonal relationships within the organization. Satisfied individuals will produce more achievements, innovations and creativity (Eliyana et al., 2019; Inegbedion et al., 2020; Wen et al., 2019).

Job satisfaction has been widely explained in previous studies such as (Hewagama et al., 2019; Kammerhoff et al., 2019; Roberts & David, 2020). Empirically, one of the key elements in job satisfaction is a subjective state that assesses job conditions based on subjective values (Sulaiman, 2021). Job satisfaction is related to individual feelings and emotions about their work which affect personal life. Low job satisfaction has an impact on the emergence of various problems such as high turnover rates, lack of discipline, low production quality and quantity, emergence of conflict and violence, and other problems (Al & Anıl, 2016; Roberts & David, 2020).

In the world of education, the issue of job satisfaction has become a major concern for academics. Classical problems (quality of education) are generally found in almost all regions in Indonesia, as well as in West Java Province. Based on the gross enrollment rate index (APK), West Java province is still low at 72.6 percent compared to the national average. In 2018 the number of students dropping out of school in West Java Province reached 37,971 students, this condition is a strong indication of the low quality of education in West Java.

The problem of job satisfaction and low school performance has become an increasingly complex issue of education quality. Empirically and factually, several key factors that contribute to job satisfaction and principal performance can be identified, namely the factor of transformational leadership (Feng-Cheng, 2016; Jha, 2014; Sismiati et al., 2022), education and training (Brown, 2022), and protean careers (Lo Presti et al., 2023). A detailed explanation of the selection of these key factors is explained as follows.

The first factor is transformational leadership, which is an inseparable component of the principal. Empirical theory and facts show that transformational leadership is the interaction of the characteristics of different social actors, initiative, efficiency and effectiveness, readiness for change and various strategic choices according to the dynamic environment and the perception of a new vision and organizational goals (Feng-Cheng, 2016). Changes in environment and transformational leadership inevitably occur as a complex process based on individual vision, courage and willingness to learn, openness to followers and encompassing values better and more efficiently, based on radical changes in the organization and environment (Siswanto & Yuliana, 2022).

Transformational leadership is directly related to the charismatic leadership approach. Charismatic leaders serve a dual function: they seek to awaken positive feelings in followers based on ideological commitment to goals and devotion to their own personality. The five attributes (characteristics) of a charismatic leader are having vision and articulation, being

responsible for the environment, understanding the needs of followers, taking personal risks, and unconventional behavior (Chen et al., 2018; Ma & Jiang, 2018).

The second factor is education and training, as an effort to improve the quality and superior competence of school principals, education and training programs. Education and training are activities in order to improve and develop the knowledge and skills of school principals. Education and training is an ongoing or continuous process, especially when policy developments and changes, the external environment, changes in technology and knowledge (Alonderiene & Majauskaite, 2016; Amjad et al., 2020).

Creating a sense of belonging within the principal, improving his skills, and motivating and improving educational services. Training and development is one of the most important human resource practices and one of the most researched topics. Most of this research is for the non-profit organizational sector such as educational institutions. Some organizations express dissatisfaction with their productivity and thus recommend that their members attend ongoing training and development programs (Lu et al., 2014).

Education and training has the potential to be one way that can be aligned with organizational goals (Barba Aragón et al., 2014). Principals can be motivated and their performance managed to increase productivity. If an organization wants to remain competitive, then there is no choice but to train and develop its members. Education and training seeks to change the skills, knowledge or attitudes of school principals required by the education system. Education and training programs can be focused on increasing the level of self-awareness, competency and motivation of school principals to do their jobs well. This in turn makes principals feel that they are the most important part of the educational organization.

The final factor, namely the protean career, is a career in which individuals experience greater responsibility for their career choices and career opportunities (Z. Ali et al., 2019). The core values of the protean career are freedom and growth, and subjective career success is recognized as a key success criterion. The protean career values individual freedom and self-growth; and defines career success as levels of job satisfaction, self-actualization, personal achievement and sense of self-satisfaction (Cortellazzo et al., 2020).

The protean career emphasizes two important dimensions, which are value-driven and self-directed. Value-driven attitudes refer to a person's internal values that provide guidance and measurement of success for an individual's career. The last dimension refers to people who are adaptive in terms of performance and learning demands. The idea of protean careers is to

emphasize that individuals are responsible for managing their careers. In addition, career protean individuals continually learn and anticipate work challenges in pursuing career paths. Protean careers are important to the individual's subjective career success, where personal pride and achievement are valued more than position and pay. They further revealed that proactive individuals who embark on developing their careers always experience more satisfying levels of career success (Rodrigues et al., 2019).

LITERATURE REVIEWS

Transformational leadership

Transformational Leadership is one of the leadership approaches that has a major impact on organizational and individual development. This model was developed by Bernard Bass. Transformational Leadership refers to the ability of leaders to inspire, motivate and change their subordinates or team members in positive and profound ways. This creates a change in organizational culture and values, and spurs team members to achieve higher and more ambitious goals (Ravazadeh & Ravazadeh, 2013; Yang et al., 2020).

Transformational leaders have a strong and inspiring vision of the future. Be able to describe a clear picture of the goals to be achieved and why they are important. Transformational leaders use their influence and example to motivate others. Inspire their team to reach their maximum potential. Transformational leaders understand the emotions and feelings of those around them. Sensitive to the needs and expectations of others (Jha, 2014).

Provide personal support to their team members. Transformational leaders care and pay attention to individual development. Transformational leaders empower their team members to participate in decision making and take initiative, encouraging a sense of ownership and responsibility (Sulaiman, 2022a). Drive a culture of innovation and continuous learning within the organization. Transformational leaders motivate people to take risks and try new things (Sulaiman, 2022b).

Transformational leaders influence changes in behavior and values in organizations. Creating positive changes in the way people think and act. Transformational leadership is not only about achieving current goals, but also about creating a long-term vision that guides continuous change and innovation. This model is more effective in contexts where change and innovation are required, and when there is a need to motivate people to achieve high results. In certain situations, such as in crisis management or when regular work and consistency are required (Sismiati et al., 2022).

Education and training

Education and Training (P&P) in HRM is the process of designing, managing and delivering programs designed to increase the knowledge, skills and competencies of employees in an organization. The goal is to improve individual, team and overall organizational performance. P&P begins with conducting a needs analysis to identify gaps between the skills and competencies required and those possessed by current employees, which involves identifying training objectives (Lu et al., 2014).

Once training needs are identified, a training program is designed. Requirements include selecting training methods (such as in-person training, computer-based training, on-the-job training), preparation of training materials, and scheduling. The training program is then delivered to employees. This can be done through various methods, including direct training by instructors, online learning, seminars or workshops (Barba Aragón et al., 2014).

Evaluation is an important step in T&P, involving measuring whether the training objectives were achieved or not. Evaluation can be done through tests, observation, or feedback from participants. The results of the evaluation are used to provide feedback to participants and identify areas that need improvement, which could involve realigning the training program or modifying training methods. The T&P program is integrated with the organization's business goals and strategy, to ensure that investments in training support the achievement of the organization's long-term goals (Bashir & Long, 2015).

Protean career

Protean career is a concept in human resource management (HRM) that describes the way individuals actively and adaptively manage and develop their careers. In the protean career concept, individuals take an active role in planning, developing, and achieving their careers, while recognizing that careers can change over time. Individuals who adopt protean careers have a strong internal drive to manage their careers. They seek to understand personal values, interests, and goals (Cortellazzo et al., 2020).

Protean careers give individuals the autonomy and freedom to make decisions related to their careers, not just following conventional scenarios. Individuals pursuing protean careers are committed to learning and developing their skills throughout their career. They see every job or experience as an opportunity for growth. Protean individuals have the ability to navigate through the various career options that exist. They can soberly assess opportunities and risks (Rodrigues et al., 2019).

The protean career values adaptability, individuals who follow this concept are ready to deal with changes in the world of work and are comfortable changing over time. Individuals pursuing protean careers pursue accomplishments that are consistent with their personal values, interests, and goals, not focused solely on external accomplishments. The protean career concept allows individuals to redefine what they perceive as 'success' in their career. Success is not always measured in terms of position or salary. The protean career allows greater flexibility in achieving a balance between career and personal life. Individuals have more control over time and priorities (Lo Presti et al., 2023).

Job satisfaction

Job satisfaction is an important concept in human resource management that describes the positive or negative feelings that employees have towards work and the work environment. Job satisfaction is an important measure to assess the extent to which employees feel satisfied and fulfilled in their jobs. Job satisfaction is the level of satisfaction, happiness, or disappointment felt by an individual with their job, which includes the extent to which the job meets expectations and needs. (Judge et al., 2001).

Factors such as the physical environment, workload, job security, and working time can influence job satisfaction. Interpersonal relationships at work, the quality of communication with superiors and co-workers, and social support can all play important roles in job satisfaction. Recognition of work performance and rewards such as financial incentives or promotions can increase job satisfaction. Opportunities for career development and advancement are often linked to job satisfaction. Employees who see a way forward in their careers tend to be more satisfied (Mathew & Nair, 2022).

A good balance between work and personal life can increase job satisfaction. When the job matches an individual's skills, interests, and values, job satisfaction is higher. Job satisfaction can affect employee productivity, retention, and absenteeism. Satisfied employees tend to have higher motivation and are more likely to contribute better to the organization. Job satisfaction can help reduce levels of stress and dissatisfaction that can affect the mental and physical well-being of employees (S. A. M. Ali et al., 2014).

RESEARCH METHODS

This research is a study that explains the influence between variables to find out and explain the influence between existing variables and is followed by hypothesis testing. This

research was conducted in West Java Province, especially in educational institutions. The population in this study were all Private Kindergarten (TK) Principals who had attended education and training at the Human Resources Development Agency of West Java Province, with a total of 1,503 people. The unit of analysis is the individual, in this case the principal. The sample in this study was determined using the Slovin method with a margin of error of 10 percent so that the number of samples was 100 people. Sampling using proportional random method in order to obtain a representative sample or can represent the characteristics of the population.

Transformational leadership is leadership that pays attention to the concerns and development needs of teachers; changing teachers' awareness of problems by helping them see old problems in new ways; and able to excite, excite and inspire teachers to put extra effort into achieving group goals. The dimensions of transformational leadership include the attributes of charisma, inspirational motivation, intellectual stimulation, individual consideration, ideal influence, and contingent rewards.

Education and training is the process of receiving direction, knowledge, and job technical instructions consisting of reactions, learning and results from the organization that increase understanding of job descriptions so as to improve performance optimally. The dimensions of the education and training variables consist of the learning process, training materials, and behavior after attending education and training. A protean career is one that is driven by the self, not by the organization, and will be reinvented by a person from time to time as the environment changes. The dimensions of the protean career variable include that individuals have the responsibility to manage their careers, acquire their own knowledge, are able to adapt to the environment, and help each other with the organization to meet the need for change.

Job satisfaction is the principal's feelings related to his work and is an emotional reaction of pleasure or displeasure. The dimensions of the job satisfaction variable are pleasure at the job itself, pay and promotion, co-workers, and compatibility between work and personality. The technique to be used in collecting research data is adjusted to the research objectives. In this study the technique used was a questionnaire which was arranged in the form of written questions which were given to the respondents. Questionnaires as an efficient data collection technique when researchers know with certainty what variables to measure can be expected from respondents. The analysis technique used in this study is multiple linear regression analysis.

RESULTS AND DISCUSSION

In this study job satisfaction is the dependent variable, while the independent variables consist of transformational leadership, education and training, and career protean. The results of the calculation of the multiple regression model show the results as listed in the following table.

Table 1. Output Regression analysis

Variable	β	S.E	t	Prob.	Decision
Constant	0,305	0,352	0,867	0,388	
Transformational leadership	0,220	0,170	1,294	0,199	Not Sig.
Education and training	0,097	0,050	1,921	0,058	Not Sig.
Protean career	0,613	0,168	3,655	0,000	Sig.
F = 29,029 Sig = 0,000 $R^2 = 0,471$ R = 0,686					

Source: Primary Data (2023)

Regression coefficient and constant value, so that the multiple linear regression equation of transformational leadership, education and training, and protean career variables is Y = 0.305 + 0.220X1 + 0.097X2 + 0.613X3. This equation shows multiple coefficients with positive signs for all variables and is significant at p = 0.05. Thus, all variables in this study affect job satisfaction. The results of simple multiple linear regression calculations in table 1 show that the calculated F is 29.029 with a p-value of 00.000 which shows the effect of all independent variables (transformational leadership, education and training, and protean careers) simultaneously on job satisfaction.

Transformational leadership shows a t-value of 1.294 and a p-value of 0.199 > 0.05 indicating that the transformational leadership variable has no significant effect on job satisfaction. Education and training shows a t-value of 1.921 and a p-value of 0.058 > 0.05 indicating that education and training variables have no significant effect on job satisfaction. The protean career shows a t-value of 3.655 and a p-value of 0.000 <0.05 indicating that the protean career variable has a significant effect on job satisfaction. To determine the ability of the independent variable to explain the dependent variable, it can be seen in the coefficient of determination (R2 or R square). The coefficient of determination is 0.471 or 47.1%, indicating

the magnitude of the contribution of transformational leadership, education and training, and protean career variables, while the rest is influenced by other variables.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study indicate that the variables of transformational leadership and education and training have no significant effect on job satisfaction. These results can be explained that school principals have different preferences, values, and needs. Although transformational leadership and education can have a positive impact on most individuals, some individuals may have characteristics or preferences that make them less responsive to certain leadership styles or education and training, resulting in variations in job satisfaction among employees. Statistical results show that the protean career has a significant effect on job satisfaction which indicates that principals who pursue protean careers tend to seek personal meaning and goals in their work as school principals. They strive to do work that matches their values and interests. Job satisfaction increases because work feels more meaningful and fulfills personal goals.

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