

LEADERSHIP WOMEN AND THE ROLE OF WOMEN LEADERSHIP IN SHAPING ORGANIZATIONS PERFORMANCE

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LEADERSHIP WOMEN AND THE ROLE OF WOMEN LEADERSHIP IN SHAPING ORGANIZATIONS PERFORMANCE

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ABSTRACT

This study aims to determine the relationship between female leadership variables and the role of women leadership on organizational performance. This research is qualitative and quantitative research. The population of respondents are employees in one organization with sample of non-probability purposive sampling amounted to 100 people with criterion which have been determined based on calculation of Slovin Formulation. Data research methodology was obtained through questionnaire and question and answer. Profile of respondents in a distributing sampling is a female superiors who have a subordinate and have a minimum working period of 5 years. Data analysis techniques in this study using SEM V. AMOS analysis tool. The results showed the correlation between female leadership variables with organizational performance yielded p value of 0.057 and CR value of 1.906, indicating that female leadership does not affect the performance of the organization. While the correlation between female leadership role variable with organizational performance yielded p value of 0,027 and its CR value equal to 2,205, which means role of woman leadership influence to organizational performance.

Key Words: Women Leadership, Women Leadership Roles, Organizational Performance

1. INTRODUCTION

1.1 Background

Every Success or failure of various organizations generally depends on the behavior of its leaders. In general, employee motivation, antuism, future expectations and even the ability of employees to show their efforts will depend on how well leaders perform their duties and responsibilities (Situmorang, 2011). An organization leader has a big contribution to the achievement of organizational goals effectively and efficiently. Leaders who determine the

direction of the organization and the movement of all elements that exist within the organization can achieve the goals set.

Leadership is the most important thing in the organization because, the quality of an organization can be seen from the cooperation between members of the organization and its leaders. An organization is led by a man but the growing times, women are able to lead an organization.

The development and progress of an organization can not be denied if the quality factor of performance management gives influence as a driving force. Good performance quality can not be achieved by simply turning the palm of the hand, but it must be done with hard work and high discipline, both in short and long term (Faeni, 2016). Progress of the times has changed the views of women, ranging from the view that women are only entitled to take care of the house and always be at home, while the man is a creature that must be outside the house, then with the development of the era and emancipation led to women obtain rights. The same as men (Damayanti, 2015).

Gender discrimination in leading the organization is often encountered because, leadership in Indonesia is predominantly male-dominant because of its strong and courageous nature. Men are stronger than women physically, so it becomes a major factor that more men become leaders in an organization. Based on the view of men in essence women are weak creatures and more suitable as a housewife not to go directly as a leader in an organization. Based on the experience of women more use her feelings than the logic in terms of making decisions. Gender equality brings a change for women as women's educational levels are now equal to men so women now deserve to be leaders in organizations (Faeni, 2016).

Women entrepreneurs usually have longer working hours than men because, in addition to managing their business is also still burdened by domestic activities. The imbalance of the role and duties of men and women in the household not only excludes women but also has an impact on business efficiency. Though women are potential to conduct various productive activities that produce and can help the family economy, and more broadly the national economy, let alone the potential spread in various fields and sectors. That potential is what potential women play an active role in the economic recovery process is still shrouded in these problems (Swastuti, 2013).

The current active role of women in various fields makes it a driving force for the development of a nation. Women with a distinctive character make it easy to enter various fields that require persistence, persistence, responsibility and high dedication. The success of women is supported from the advantages of women, although women also have weaknesses that can be

the cause of failure as a business actor, among others; Take advantage of opportunities for self-interest, over-confidence, and over-ambition to handle business beyond their means (Miftakhuljanah et al, 2015).

In general, the role of women in doing a job is very important because women are skilled and creative in generating ideas and can do their work thoroughly. Women show that he is able to progress and succeed like his man. A woman easily reads the character of each individual so that if there is one weakness in the employee, the leader provides encouragement and influence for other women to become better with the knowledge they have. The phenomenon of women as leaders is based on skills and the need to earn a living. Small and large industries, and medium sectors are contributing to the contribution of the national economy such as Retail Industry and SMEs, therefore the development and development programs should always be done (Swastuti, 2013).

The growth of women in the World continues to increase from year to year. This also happens in Indonesia which has started to develop since the opening of thinking about the role of women outside the home affairs. **Organizational performance is the end result of work done to achieve organizational goals that have been established.** Organizational performance can be improved by providing a good example of a leader so that the performance becomes good (Potu, 2013).

To realize the goal of a company in order to apply the concept of performance management of quality and professional then we need to understand what is the goal of performance management. The goal is to grow an individual and a group responsible for the continuous improvement of business processes and improvement of their own skills and contributions (Faeni, 2016).

Generally, organizations are in a volatile environment with limited resources, while threats to growth and survival are common. In such an environment, organizations must not only meet some set of organizational requirements, such as obtaining resources, efficiency, products or outputs, organizational updates, employee satisfaction elements, but also meet certain behavioral requirements with respect to their members (Sinambela, 2016). Based on the above background, the author would like to examine how "Women Leadership and the Role of women leadership in Industries in Jakarta, Indonesia"

Limitation of Problem

In this study the problem limitation is limited to Leadership of Women and Role of Leadership of Women in Retail industries in Jakarta to Organization Performance in retail and wholesales industries. Respondents are in span ages between 21-40 years with a minimum education of SMA-Strata Satu (S1) and 100 respondents.

Hipotesis

H1: Women Leadership positively and significantly influences the organization's performance.

H2: The Role of Women's Leadership positively and significantly influences the organization's performance.

Research Framework

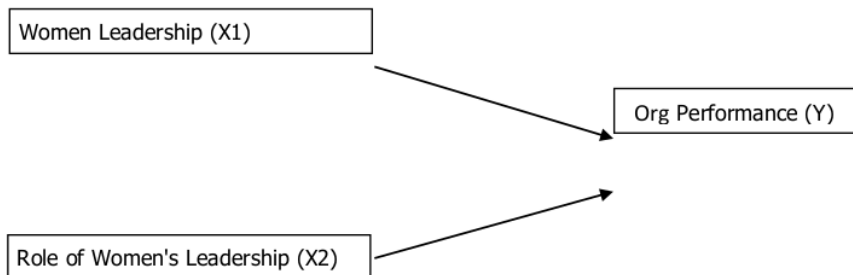


Figure 1.

Source : Primary Data, 2017

2. LITERATURE REVIEW

Human Resource Management is a series of organizational activities aimed at attracting, developing, and maintaining an effective workforce. Managers have a big role in directing people who are in the organization to achieve the expected goals including thinking about how to have human resources management capable of working effectively and efficiently (Faeni, 2016).

Women Leaderships

Leadership is a science that comprehensively examines how to direct, influence, and supervise others to do the task in accordance with the planned order (Fahmi, 2016). Women as a formal leader at first many doubted considering the appearance of women different from men, but these doubts can be overcome with the skills and achievements achieved. In the leadership both done

by women and men have the same goal only different from the physical point of view (Damayanti, 2015).

The Role of Women Leaderships

The Role of Women's Leadership is very important and closely related to the running of a performance in the organization because, women are always more concerned with interpersonal relationships, communication, work motivation, firmly oriented, and more democratic than men who are more concerned about aspects of design strategy (Sharpe, 2000) In (Halilah, 2015).

Organization Performance

Organizational performance is as an overall organizational effectiveness to meet the specified needs of each group with regard to systemic efforts and to enhance the organization's ability to continuously meet its needs effectively (Nasucha) (Fahmi, 2015).

3. RESEARCH METHODOLOGY

The method used in this research is qualitative method. Qualitative method is a research method based on the philosophy of positivism. This method is also called as artistic method, and also called as interpretive method because research result data more related with interpretation to data determined in field (Sugiyono, 2015). In this study, the data is measured from respondents' perceptions of the questions or statements submitted. To determine the value of the respondent's perception formed a questionnaire. With regard to the measurement scale in the preparation of the questionnaires of researchers using numerical scale with Likert scale 1-5 alternative choice of answers to measure the attitudes of respondents. The Likert scale is the scale of the bipolar continuum, which on the left end is a low number representing a negative answer, and at the right end of a large number representing a positive answer. The Likert Scale is designed to allow respondents to assess in varying degrees / ratings on each research statement.

To process respondent data, the researcher will use Structural Equation Modeling (SEM) with Analysis Of Moment Structure (AMOS) program. SEM is a statistical technique capable of analyzing latent variables, observed variables, and measurement error directly. SEM is able to analyze the relationship between latent variables and their indicator variables, the relationship between latent variables with other latent variables, and also to determine the magnitude of measurement error (Wijanto, 2008) in (Faeni, 2016). In this study, the steps that must be passed in the processing of data with AMOS, namely normality test, Confirmatory Factor Analysis

(CFA), and Second Order Confirmatory Factor Analysis (2nd CFA), because the observed variable can not be measured directly, 2nd CFA for the observed variable to be measured directly. In 2nd CFA, exogenous latent variables, ie women's leadership and women's leadership roles will be observed variables of endogenous latent variables are organizational performance.

3. RESULTS AND DISCUSSIONS

Hypothesis Testing and Discussion

In this research, it should be known again that the type of data used by the author is the primary data by distributing questionnaires to each respondent, then the questionnaire that has been filled by the respondents are collected and then processed and analyzed by the author to obtain answers from the results of the analysis.

Reliability Test

Reliability test is used to know the stability and consistent respondents in answering the statement of a questionnaire. The questionnaire data must be reliable (reliable). That means the data produces a consistent measure when used to measure repeatedly. The questionnaire data is declared reliable if it has Cronbach Alpha value > 0.6.

Table 1 Reliability Test For Women Leaderships Variable (X₁)

Reliability Statistics

Cronbach's Alpha	N of Items
,823	10

Tble 2Reliabilit Test For Roe of Women Leaderships (X₂)

Reliability Statistics

Cronbach's Alpha	N of Items
,712	10

Table 3 Reliability Test for Organizarion Performance Variable (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,730	10

Based on the above Table Output results show that all tested variables have Cronbach's Alpha > 0.6. So it can be concluded that the statements in these variables are reliable, in other words the measurement of variables is consistent and reliable for research.

Confirmatory Factor Analysis/CFA

Factor confirmatory analysis is one of the multivariate analysis techniques used to test a concept constructed using multiple measurable indicators.

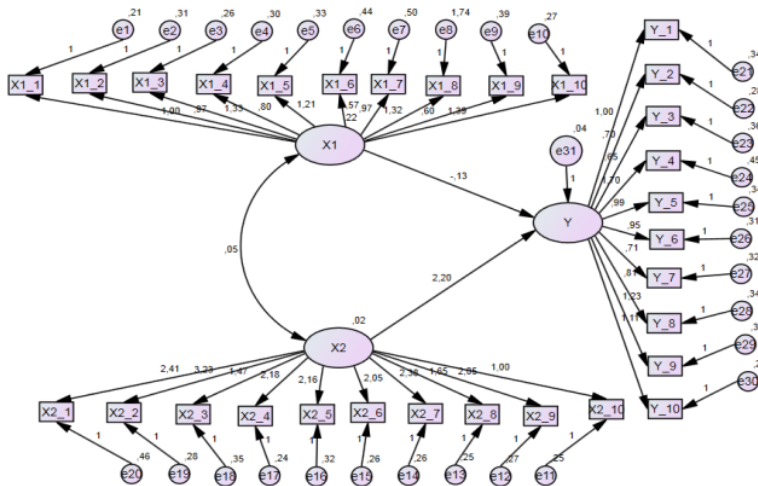


Figure 2 Confirmatory Factor Analysis/CFA

Source : Primary Data, 2017 AMOS V.21.

Statistic Tests	Value Estimated	Results	Remarks
Absolut Fit Measures			

Prob. X^2	Not Significant ($p > 0.05$)	0.00	Not fitted
CMIN/DF	< 5	2.852	Reasonable
RMSEA	0.05 – 0.08	0.075	Valid
12 Incremental Fit Measures			
TLI	> 0.90	0.00	Not Fitted
12 Parsimonious Fit Measures			
PNFI	0 – 1.0	0.00	Valid

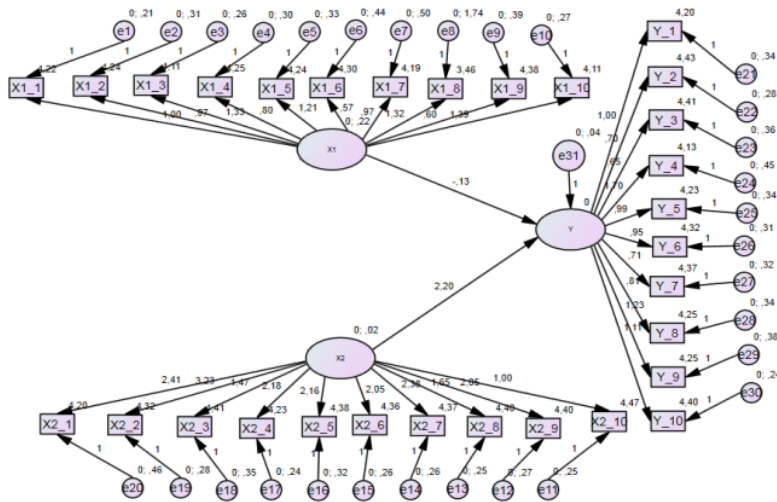


Figure 3 Goodness-of Fitted Confirmatory Analysis/CFA

Source : Primary Data, 2017 AMOS V.21.

Table 4 Goodness-of Fitted Confirmatory Analysis/CFA

Statistic Tests	Vales Estimates	Results	
		Not Fitted	Fitted
Absolut Fit Measures			
Prob. X^2	Not Significant ($p > 0.05$)	0,00	0,075
CMIN/DF	< 5	2,852	2,852
RMSEA	0.05 – 0.08	0,075	0,084
Incremental Fit Measures			
TLI	> 0.90	0,00	0,623
Parsimonious Fit Measures			
PNFI	0 – 1.0	0.00	0,416

10

Based on the Table 2. above, the chi-square probability value of $0.00 > 0.05$ can then be declared data in this model is not suitable or not normal.

(CMIN / DF) $2,852 < 5$, the value (PNFI) $0,00 < 1$, the value of Tucker-Lewis Index (TLI) of $0.00 < 0.90$ and the Root Mean Square Approximation (RMSEA) value of $0.075 > 0.08$. Criteria based on CMIN / DF, RMSEA and PNFI values are considered good, whereas for probability with TLI is not good then trimming model is used to improve a model if it is declared incompatible with linking the path between Female Leadership variable with variable Role of Leadership Woman then stated model to match with The value of Prob x^2 is greater than before and the value of CMIN / DF, RMSEA and PNFI is declared good, while for TLI is not good.

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Convergent Validity Tests

Convergent validity is indicated by correlation between indicator and latent variable. Convergent validity values can be observed from the loading factor of each indicator to the construct. The indicator is said to be valid if it has a loading factor value > 0.50 .

Table 5 Loading Factors for Individual Indicator

Variable	Indicator	Loading Factors
Women Leaderships	Thinking Style	1,00
	Analytical Ability	0,97
	Leaderships Skills	1,33
	Communication Skills	0,80
	Respect and Empathy Skills	1,21
	Sympathy for Subordinates	0,57
	Responsibility	0,97
	Evaluation Skills	1,32
	Risk Taking Ability	0,60
	Self Control	1,39
	The Role of Women Leaderships	Multitasking
Decision Making Skills		3,23
Discipline		1,47
High Performance		2,18
Fairness		2,16
Wisdom		2,05
Self Confidence		2,38
Creating Harmony		1,65
Result Oriented		2,05
Job Orientation Lead		1,00
Organization Performance	HR Quality	1,00

	Indisciplinary Action	0,70
	Organization Goals	0,65
	Increased Working Load Volumes	1,70
	Increased Target	0,99
	Creativity	0,95
	Improved Work Quality	0,71
	Obtained Organization Goals	0,81
	Punctuality	1,23
	Vision, Mission and Business Target	1,11

Source : Faeni, 2017

Based on the above table, all indicators have a loading factor > 0.05 , meaning that all indicators can be used to explain the latent variables. Thus, this model has good convergence validity.

Hypothesis Coefficient Test

³ Hypothesis test is a causality analysis conducted to determine the relationship between variables. Causality analysis can be used to determine the effect that occurs between exogenous variables with endogenous variables. Exogenous variables are said to have a significant effect on endogenous variables if the p value (probability) < 0.05 .

Hypothesis Coefficient Test Exogenous and Endogenous Variables

Hypothesis 1 : Women Leadership ²⁹ has a significant effect on Organizational Performance

Influence Between Women's Leadership Variables on Organizational Performance.

Table 4.13, the correlation between female Leadership with Organizational Performance yields a p value of $0.057 > 0.05$, and its CR value is $1.906 < 2.00$ (CR value limit ≥ 2). Thus, it can be concluded that H_0 is accepted, meaning that ² leadership has no significant effect on

organizational performance. The higher level Leadership of women then the performance of his organization in the company does not become good, because a female leader may not be able to do the job at the same time so that the performance of the organization does not achieve optimal results.

Hypothesis 2 : The role of female leadership has a significant effect on organizational performance

Influence between variables The role of leadership to organizational performance.

Table 4.13, the correlation between leadership roles and organizational performance yields a p value of $0.027 < 0.05$, and its CR value is $2.205 < 2.00$ (CR value limit ≥ 2). Thus, it can be concluded that H1 is accepted, meaning the Role of Female Leadership significantly influence on organizational performance. The greater the level of women leadership role then the performance of his organization in the company will be good because the role of leaders in an organization is an important role in achieving a goal achieved by the organization.

Interpretation of Research Results

The Influence of Women's Leadership (X1) on Organizational Performance (Y)

Based on the research that has been done, the results showed that the assessment of respondents to the variables of this study is considered quite good. Partial test results show that Female Leadership does not affect the Organizational Performance. The quality of the leader is determined by the ability of the leader to achieve the result, the better his female leadership, the better his or her organization's performance.

The results of this study in accordance with previous research conducted by (Antara, 2015) which shows the leadership of women positively affect the performance of the organization. Based on the answer of respondents in that affect the performance of the organization are:

- 1) Women's Leadership has broad thoughts and insights,
- 2) Women's leadership in the organization can analyze the problem well,
- 3) Women use formal language to their employees,
- 4) Leadership in communicating women always respect their subordinates,
- 5) Women often involve feelings in making decisions,
- 6) Women are most responsible for everything,
- 7) Women leadership tend to be risktakers,

Furthermore, the factors that still need to be improved are:

- 1) Women should be able to lead organiasasi effectively,
- 2) Women are weak creatures that can not lead the organization well,
- 3) Women should be able to control themselves in any situation within the organization.

The Influence of Women Leadership Role (X2) on Organization Performance (Y)

Based on the research that has been done, the results showed that the assessment of respondents to the variables of this study is considered quite good. Partial test results show that the Role of Women Leadership has a positive and significant impact on the Performance of the Organization. The better his role in leading, the better his organization's performance. The results of this study are in accordance with previous research conducted by Miftakhuljanah et al. (2015) which shows Women's leadership role significantly influence the performance of the organization. Based on respondents answers in affect the performance of the organization are:

- 1) Women must be disciplined in any case,
- 2) The role of women must be fair to their subordinates,
- 3) The role of women must be wise in taking a decision,
- 4) Women should have confidence in leading the organization,
- 5) Being able to create a family atmosphere is important for women's leadership role,
- 6) Providing good work motivation has a positive impact for its employees,
- 7) Good work direction for employees will improve performance.

Furthermore, the factors that still need to be improved are:

- 1) Women must be able to do several tasks at the same time or take multitasking works,
- 2) Women must be able to make the right decisions in every problem,
- 3) The role of women in leadership must result in good organizational performance.

5. CONCLUSION AND SUGGESTIONS

CONCLUSION

1. Women's leadership has no significant effect on organizational performance. The higher the level of female leadership then the performance of his organization in the company is not good, because a female leader has not been able to give direction to his subordinates so that the performance of the organization does not achieve optimal results.
2. Based on the research that has been done, the results showed that the assessment of respondents to the variables of this study is considered quite good. Partial test results

show that the Role of Women Leadership has a positive and significant impact on the Performance of the Organization. The better the role in the lead, the better the performance of the organization.

SUGGESTIONS

²⁷Based on the limitations of the above research, this study needs better assessment in the future. As to which the authors can be conveyed as a suggestion for further research:

1. Further research is suggested to be able to do research with company scope more detail / complete.
2. Further research is suggested to increase the number of respondents so that the results can be more accurate research.
3. Researchers are further expected that the object of research not only covers about women's leadership and women's leadership role on organizational performance alone but can cover the entire field of work of the company.
4. It is recommended to reproduce reference books and journals in conducting this research.
5. Suggestions from the authors for further researchers to be able to develop research variables, reduce the deficiencies that occur and can explain thoroughly research such as researching other variables.

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