



Influence of women's leadership patterns on decision making and performance of employees of the investment office and integrated services of one door samarinda city

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Abstract

This research aims to analyze the variables of women's leadership patterns on decision making and also on employee performance, as well as the influence of decision making on employee performance in the Samarinda City Investment and One-Door Service Office. This study was conducted by taking respondents as many as 53 people with the status of State Civil Apparatus who worked in the Investment Office and Integrated Services of One Door samarinda City. The results of this study found that the female leadership pattern variable has a positive and significant influence on the decision-making variable, and the female leadership pattern variable does not have a positive and significant influence on employee performance, and the decision-making variable has a positive and significant influence on the employee performance variable, and the decision-making variable has a positive and significant influence as mediation between variable relationships. women's leadership patterns towards the performance of employees in the Investment and Service Office one door of Samarinda City.

Keywords: kinerja pegawai, pola kepemimpinan, pengambilan keputusan

Introduction

Leaders play an important role in advancing their organization. Organizational leader is a central position that determines the direction of the company's pace. The leadership pattern chosen by an organizational leader is also one of the important factors that affect employee satisfaction. The more satisfied the employee, it is expected that the performance will be better. A good leader will have a positive impact on his employees because with good leadership employees will be disciplined and can concentrate on completing their tasks. Good and effective leadership skills and styles are needed to build and encourage the realization of organizational goals.

Leaders are the determining factors in the success or failure of an organization and business, both in the business world and in the world of education, health, companies, religion, social, political, state government, and others. (Baharudin and Umiarso, 2012) ^[3]. Because, good leadership is leadership that is able to bring the organization in accordance with the principles of modern management, while being willing to provide welfare and happiness to subordinates and the wider community.

Many scientists and practitioners of behavioral science believe that leadership is a real phenomenon that is essential for organizational effectiveness. (Yukl, 2015) ^[16]. In line with this, Wahjosumidjo (in Baharudin and Umiarso, 2012) ^[3] revealed that leadership is an important force in the framework of management so that the ability of leaders effectively is the key to organizational success.

Women's leadership today is familiar in the world. This is proven by not least the number of women who dare to become leaders in various sectors. Research shows that 54.2% of 100% of women portray themselves as leaders who have visionary characteristics.

Efforts to improve employee performance in addition to internal control of leadership patterns also need to be considered. An ideal leader must have a good leadership pattern so as to improve employee performance. A leader urgently needs to pay attention to the leadership style in the process of influencing, directing the activities of his group members and coordinating member goals and organizational goals so that both can be achieved. Good leadership style is a leadership style that can provide work motivation to his subordinates.

Wilson's (2014) study of women working in American companies found evidence that glass ceilings are still found. Career women in America tend to encounter obstacles such as stereotypes, biases and racism. Removing these barriers is certainly not easy, because it requires a shared commitment from companies and employees to eliminate stereotypes, biases and racism in the workplace. Sarika's (2015) study of women working in industries in India found that women still face internal barriers, such as a lack of confidence in women and the issue of heavy choice between careers or families. To motivate female workers, companies in India are trying hard to break the thick glass ceiling and strive to develop women's abilities through various trainings. The findings were reinforced by Sharma and Sehrawat (2014) ^[14], who also concluded that there is still a glass ceiling among women working at Punjab University. However, Sharma and Sehrawat (2014) ^[14] found that the level of education, age and salary received did not fully affect the glass ceiling experienced by the respondents.

Previous Research

Research conducted by Hernita Sahban (2016) ^[11] with the title "Women's Leadership in Decision Making in Indonesia". From the research obtained the results of feminine principles owned by women can be capital to develop intuitive, oriented and related nature with others, prioritize and hold firm to human values, sensitive to taste and understand the feelings of others, intelligent, assertive, creative, and broad-minded. Feminine principles and masculine principles will support and complement each other in leading activities. Women do not adopt a man's way of thinking, nor do they avoid the nature of tenderness.

Research conducted by Basel Dwiri, Kağan Okatan (2019) ^[4] with the title "The Impact of Gender on Leadership Styles and Leadership Effectiveness". The study found that female leaders are more effective and have a major impact than male leaders in decision-making and employee relationships in real estate and construction companies in Istanbul, Turkey.

Dian Mayasari (2016) ^[5]. Yang conducted a study with the title "The Influence of Women's Leadership on Employee Performance at PT. Aia Chandra Utama Agency Kupang". From the study, the results were obtained that the influence test showed that there was a significant influence of women's leadership style on employee performance at PT. AIA Chandra Utama Agency Kupang. Further research was conducted by Linda S. Paembonan, and Helen Diana Vida in 2019 ^[6]. With the title "Review of Women's Leadership in The Regional Government of North Toraja Regency". The results showed that leadership styles varied based on character and background, education and career path. Leadership style may change if the situation in the work environment changes, especially when it is associated with the maturity conditions of its subordinates. So that no leadership style is said to be the most ideal, because each style adapts to the existing work climate.

The research was conducted by Ayu Fitriana, and Cenni (2021) ^[2] with the research title "Women and Leadership". From the study it was concluded that women and men have different leadership styles, not always women always with the attitude of feminism, and men with attitudes of masculinism. However, women also have a side of feminism and masculinism when leading. The result of this study, is that the nature of women is feminism and masculiniseism.

Rahman, Firman, Yusdi Andra, Samsudin, Yulita (2018) ^[9] conducted a study entitled "Women's Leadership Styles: Indonesian Context" from the results of this study, it was concluded that school members argued that there was no significant difference between female and male leadership managerially, with the criteria of the principal as a leader has visionary abilities, has the ability to see possibilities and opportunities in the future and is open. against the changing times.

Nur Ika Mauliyah and Ella Anastasya Sinambela (2019) ^[8] in a study conducted under the title "Women's Leadership in Business Decision Making" the results of research obtained by Women have also been able to follow the way men work, using good leadership indicators. The opportunity for women to become leaders can be additional evidence that women also have the ability to lead.

Research abdi Setiawan and Primary Students (2019) Pattern with the research title "The Influence of Leadership, Effective Communication And Decision Making on Employee Performance on CV. Star of The Prosperous Grace". From the results of the study obtained the results that leadership patterns have a positive and significant effect on employee performance on the CV Bintang Anugerah Sejahtera. This means that if the pattern of leadership determines whether or not the performance of the employee himself. From this study, it was also concluded that employees expect leaders to always participate in the completion of tasks and must have good emotional control so that employee performance can run optimally. Research conducted by Meza Rolasmana (2013) ^[7] which found the results that leadership, decision making, and incentive compensation together have a positive and significant effect on employee performance.

Method

The population in this study is all employees contained in the Samarinda City Investment And Integrated Services Office which amounts to 120 samples are part of the number and characteristics possessed by the population.

Sample size is the number of samples that will be taken from a population. According to Arikunto (2012) ^[1] if the population is less than 100 people, then the sample number is taken as a whole, but if the population is greater than 100 people, then it can be taken 10-15% or 20-25% of the population.

This quantitative data of this study is in the form of questionnaires to employees of the Samarinda City Investment and Integrated Services Office who are respondents and fill out questionnaires. In this study, the data used is quantitative data because it is expressed by numbers that show the value of the magnitude of the variable it represents. Research data sources are divided into 2, namely primary data sources and secondary data sources (Sugiyono, 2015) ^[10]. The data source used in this study is primary data where data is obtained from the results of respondents' answers to the questionnaire shared, and further tabulated and analyzed with statistical aids.

Data analysis is an activity after data from all respondents or other data sources are collected. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables of all respondents, presenting data on each variable studied, performing calculations to answer problem formulations and performing calculations to test hypotheses that have been submitted (Sugiyono 2015) ^[10]. The data obtained in this study will be analyzed using statistical tools, namely SmartPLS 3.0 Software. Based on Windows.

Results and Discussion

This research was carried out by taking objects at the Samarinda City Investment and Integrated Services Office. The data used is data obtained from the process of distributing questionnaires to the employee who is used as a sample where the sample is a permanent employee with the status of Civil Service (ASN) which amounts to 53 people and is a staff in the section led by a woman. The purpose of this study is to find out the influence of women's leadership patterns on the decision-making process and on employee performance. The langkah-langkah used in the process of processing existing data is divided into several step.

Convergent Validity

Next is a picture of the calculation of the SEM PLS model, then in view of the loading value of the indicator factors on each variable.

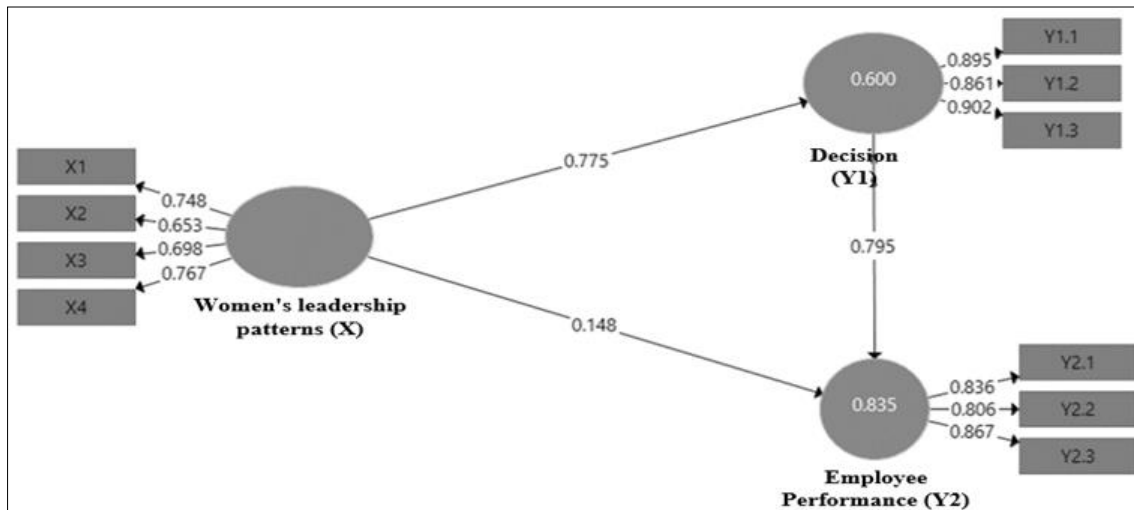


Fig 1: Algorithm Test Results

From the results that can be seen in the figure above, it can be seen that overall it shows that all indicators formed by variables have a loading factor value greater than 0.60. This result indicates that it has a high degree of validity, so that it meets convergent validity, for more details can be seen in the following table:

Table 1: Logarithm Test Results

Info.	Women's Leadership Patterns (X)	Decision (Y1)	Performance Official (Y2)
X1	0.748	-	-
X2	0.653	-	-
X3	0.698	-	-
X4	0.767	-	-
Y1.1	-	0.895	-
Y1.2	-	0.861	-
Y1.3	-	0.902	-
Y2.1	-	-	0.836
Y2.2	-	-	0.806
Y2.3	-	-	0.867

In the table above, from the results of the analysis test it is known that the acquisition of the loading value of the indicator against the indicators that make it up as a whole is above 0.60. So with the results, it can be concluded that the relationship of indicators and indicators formed has a high level of validity, thus meeting convergent validity.

Discriminant Validity

Table 2: Discriminant Validity Value

Info.	Women's Leadership Patterns (X)	Decision (Y1)	Employee Performance (Y2)
X1	0.748	0.488	0.464
X2	0.653	0.420	0.440
X3	0.698	0.542	0.565
X4	0.767	0.710	0.670
Y1.1	0.718	0.895	0.807

Y1.2	0.617	0.861	0.766
Y1.3	0.719	0.902	0.841
Y2.1	0.647	0.693	0.836
Y2.2	0.654	0.786	0.806
Y2.3	0.616	0.795	0.867

In the table above, aim to find out the amount of cross loading value between variables against the indicators they form, with indicators that are not in their form. From these results, it is known that the cross loading value of the relationship between variables and indicators in their form is greater than the variable relationship to the indicator that is not formed. For the loading value of the female leadership pattern variable (X) against the X1 indicator obtained at 0.748, greater than between the value of X1 to the center taking of 0.488 and for the loading value of X1 against the employee performance variable (Y2) which is 0.464. Thus it can be concluded that all constructs or other variables already have good discriminant validity, because the indicator value on the construct indicator block is better than the indicator in other blocks.

Hypothesis Test

Here are the results of the hypothesis test that has been done:

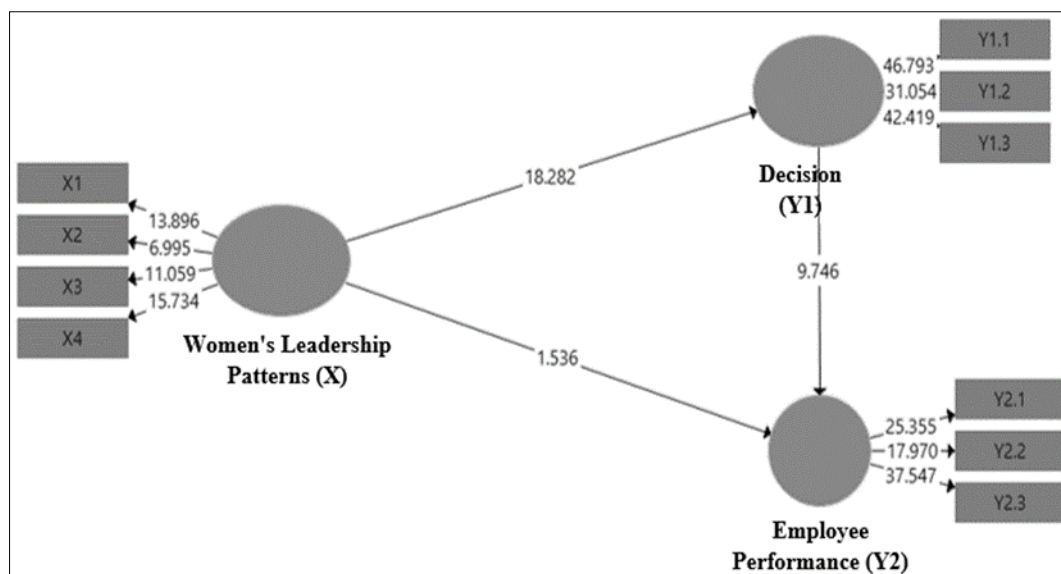


Fig 2: Bootstrapping Test Results

From the results of the hypothesis test in the figure above, it is known that there are variable relationships that derive values below from the terms of acceptance of the hypothesis or are below 1.96. For more details can be seen in the table below:

Table 3: Hasil Uji Bootstrapping

Info.	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Women's Leadership Patterns (X) to Decision (Y1)	0.775	0.781	0.042	18.282	0.000
Women's Leadership Patterns (X) to Employee Performance (Y2)	0.148	0.156	0.096	1.536	0.125
Decision (Y1) to Employee Performance (Y2)	0.795	0.791	0.082	9.746	0.000
Women's Leadership Patterns (X) to Decision (Y1) through Employee Performance (Y2)	0.468	0.495	0.091	5.157	0.000

From the results of the hypothesis test contained in the table above, it is known that the female leadership pattern variable (X) has a positive and significant influence on the decision-making variable, this can be seen from the acquisition of the t-count value obtained which is 18,282 greater than 1.96 with a P Value of 0.000. For the influence of the female leadership pattern variable (X) on the employee performance variable (Y2) obtained a t-count value of 1.536 with a P value of 0.125. From this result, it can be said that the female leadership pattern variable (X) does not have a positive and significant influence on employee performance (Y2) this is because the acquisition of a t-count value of 1.536 is still below the provision value set for the acceptance of a hypothesis,

which is 1.96, and the p value is above 0.05. The results of the analysis test in looking for the relationship between the decision-making variable (Y1) and the employee performance variable (Y2) obtained the calculation result is 9,746 which of which the results are above the provision value of 1.96 with the p value is 0.000 smaller than 0.05. So that with these results, it can be said that the decision-making variable (Y1) has a positive and significant influence on employee performance (Y2) in the Samarinda City Investment and Integrated Services Office.

As for the results of the analysis test on the influence of decision making (Y1) into a mediation variable between the variables of female leadership patterns (X) to employee performance (Y2) showed positive and significant influential results with a value of 5,157 with a value of P value of 0.000.

The Influence of Women's Leadership Patterns Affects Decision-Making in the Samarinda City Investment and Integrated Services Office

From the results of the analysis test obtained the results that the variable of female leadership patterns (X) has no influence on employee performance variables (Y2), the results can be seen in the acquisition of existing values, the results of this study indicate that gender cannot affect the performance of employees in carrying out their work that is a daily responsibility. Employee performance becomes a necessary expectation to be a challenge for the leadership how to improve the performance of their employees, because with good performance by their employees, it will provide good value for employees, leaders and the leadership of the organization where the employee works.

The Influence of Decision Making Affects the Performance of Employees in the Investment Office and Integrated Services of One Door of Samarinda City

From the results obtained, it is known that the decision-making variable (Y1) has a positive and significant influence on employee performance variables (Y2) this can be seen from the results of analysis tests that have been done before. The results of this study indicate that one of the factors that can affect employee performance is decision making both in terms of decision results and from the methods carried out in decision making and this is also encouraged from the methods used in decision making by the leadership and the stabilization of decisions on the part of the employees themselves in making decisions to work and want to be placed in accordance with the decisions taken.

The Pattern of Women's Leadership Through Decision Making Affects the Performance of Employees in the Samarinda City Investment and Integrated Services Office

The results of the analysis test that has been carried out, obtained the results that the decision-making variable (Y1) has a positive and significant influence into the mediation variable of the relationship between women's leadership patterns (X1) to employee performance variables (Y2) in the Samarinda City Investment and Integrated Services Office. From the results of this study indicates that decision making leads to how and how to determine policy in making a decision by the leadership in an organization, methods and ways of taking decisions can be influenced by gender where a female leader will certainly put forward the masculine side in determining a policy as well as in improving performance. In occupying a strategic position, one of the efforts made by women is through the selection of open positions based on competence. Some of the factors assessed to participate in this selection include the high level of education, experience following training, the rank group possessed, and also the ability in competence in both field competencies and managerial competencies. This open bidding has been widely applied in various ministries from echelon I to IV positions. This selection can be a way for women to compete with men.

Conclusion

Some of the conclusions of the results of the analysis test on the data used are as follows: The female leadership pattern variable (X) has a positive and significant influence on the decision-making variable (Y1). Thus, the better the pattern of women's leadership will have an impact on the better decision making in the Investment Office and Integrated Services one door of Samarinda City.

The variable pattern of women's leadership (X) does not have a positive and significant influence on employee performance variables (Y2) in the Samarinda City Investment and Integrated Services Office. Employee performance is not only seen from the leading pattern of the leadership but more visible from the ability to have an initiative in work.

Decision-making variables (Y1) have a positive and significant influence on employee performance variables (Y2) in the Samarinda City Investment and One-Door Service Office. The decisions taken by a leader will determine the performance of an employee, whether or not the decision has an impact on the performance of the employee.

The decision-making variable (Y1) has a positive and significant influence on mediating the relationship between the variables of women's leadership patterns (X) to employee performance variables (Y2) in the Samarinda City Investment and One-Door Service Office. A prominent pattern of female leadership is the ability to encourage employees to participate in work. The leadership pattern, supported by effective communication and decision making will have an impact on the performance of employees of the Samarinda City Investment and One-Door Service Office.

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