

WOMEN AS LEADERS: IMPROVING ORGANIZATIONAL PERFORMANCE THROUGH COMMUNICATION, COMMITMENT, AND ORGANIZATIONAL CULTURE IN THE KUPANG CITY INVESTMENT AND INTEGRATED SERVICES OFFICE

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Abstrak

Kepemimpinan saat ini tidak hanya diduduki oleh laki-laki, tetapi perempuan juga mendominasi. Adanya budaya patriarki dalam masyarakat menimbulkan pandangan bahwa perempuan tidak mampu memimpin suatu organisasi. Padahal wanita juga memiliki potensi yang sama. Hasil penelitian ini diharapkan dapat menunjukkan bahwa budaya patriarki tidak berlaku dalam hal kepemimpinan di lembaga ini. Instansi dalam hal ini Dinas Penanaman Modal dan Pelayanan Terpadu Kota Kupang perlu mengetahui dampak kepemimpinan perempuan, komunikasi pemimpin perempuan, budaya organisasi terhadap kinerja pegawai sebagai bahan evaluasi dalam menyusun strategi dan peningkatan hasil kinerja baik dari besaran nilai investasi maupun Nilai Indeks Kepuasan Masyarakat. Penelitian ini menggunakan metode kuantitatif, dengan sampel yang diambil dari seluruh populasi sebanyak 54 pegawai pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Kupang. Pengumpulan data menggunakan kuesioner yang dibagikan melalui Google Forms. Penelitian ini menggunakan SEM-PLS sebagai alat analisis. Hasil penelitian menunjukkan bahwa budaya organisasi berpengaruh terhadap kinerja pegawai, kepemimpinan perempuan berpengaruh terhadap budaya organisasi, kepemimpinan perempuan berpengaruh terhadap kinerja pegawai, kepemimpinan perempuan berpengaruh terhadap komitmen organisasi, kepemimpinan perempuan berpengaruh terhadap komunikasi, tata kelola organisasi berpengaruh terhadap kinerja pegawai, dan komunikasi perempuan tidak berpengaruh terhadap kinerja pegawai. Hasil uji mediasi menunjukkan bahwa budaya organisasi memediasi pengaruh kepemimpinan wanita terhadap kinerja karyawan, komitmen organisasi memediasi pengaruh kepemimpinan wanita terhadap kinerja karyawan, dan komunikasi wanita tidak memediasi pengaruh kepemimpinan wanita terhadap kinerja karyawan.

Kata Kunci: Perempuan sebagai Pemimpin, Kinerja Organisasi, Gaya Komunikasi, Komitmen Organisasi, Budaya Organisasi

Abstract

The current leadership is not only occupied by men, but women have also dominated. There is a patriarchal culture in society which gives rise to the view that women are incapable of leading an organization. Even though women also have the same potential. The results of this study are expected to show that patriarchal culture does not apply in terms of leadership in this institution. Agencies in this case the Kupang City Investment and Integrated Services Office need to know the impact of women's leadership, communication of women leaders, organizational culture on the performance of

employees as evaluation material in strategizing and improving performance results both from the amount of investment value and Community Satisfaction Index value. This study used quantitative methods, with a sample taken from the entire population of 54 employees at the Kupang City Investment and Integrated Services Office. Data collection uses questionnaires shared through Google Forms. This study used SEM-PLS as an analytical tool. The results showed that work power affects employee performance, women's leadership affects organizational culture, women's leadership affects employee performance, women's leadership affects organizational commitment, women's leadership affects communication, organizational governance affects employee performance, and women's communication has no effect on employee performance. The results of the mediation test show that organizational culture mediates the influence of women's leadership on employee performance, organizational commitment mediates the influence of women's leadership on employee performance, and women's communication does not mediate the influence of women's leadership on employee performance.

Keywords: *Women as Leaders, Organizational Performance, Communication Style, Organizational Commitment, Organizational Culture.*

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Introduction

Good leadership can be a benchmark for the success of an organization. According to Situmorang (2011), the implementation of the duties and obligations of leaders can determine the amount of effort, motivation, enthusiasm, future expectations, and abilities carried out by their employees. By and large, an organization is headed by a man. However, in this era, leadership is also dominated by women in various fields.

Research that has been conducted by Yulianty et al. (2015) tells about the leadership style of a woman. Her research, it was also explained that in an organization or institution, the dominance of men as leaders is still so strong. The existence of a patriarchal culture in society that considers that men are not the same as women also bring the view that women are incapable in terms of leading an organization. In fact, women also have no less potential in terms of leading than men.

The leader, in this case, a woman carrying out her duties, must be a good communicator to influence, guide, direct, and encourage her employees to carry out

the main duties given to improve the performance of the organization. Waworuntu et al. (2022) believe a woman's way of communicating is better than a man's, because women are more tasteful, which does not rely solely on logic. Good communication from a female leader is expected to increase the efforts of employees at work. Communication style of female leaders starting with a good encoding and decoding process by the recipient is expected to increase the work efforts of her employees as recipients of the message. However, the opposite is true when the communication of the female leader is not good and the recipient of the message does not receive it well, then the employee will be less than optimal in carrying out the tasks directed by the leader, and the performance of the organization, in general, may decrease. Taktik communication used by women leaders in giving interaksi with subordinates means according to Duty (Halim & Razak, 2014).

In addition to communication, the presence of women as leaders can rejuvenate organizational culture. Organizational culture is always associated with the values, attitudes, ethics, and norms of an organization or institution (Muslimah, 2021). A leader is expected to bring habits that can be exemplified by employees in the organization both from communication, punctuality at work, and various other behaviors that can encourage employees to act. The virtue of organizational culture is the controller and direction in shaping human attitudes and behaviors that involve themselves in organizational activity. An organization feels the need to take into account a strong organizational culture. Organizations with a strong culture will affect the effectiveness of employee performance (Hanifah, et al., 2021). Well-run activities are expected to improve the overall performance of employees in the organization.

In addition to organizational culture and women's communication, organizational commitment is also one of the factors influenced by the leadership of a woman. In this case, to maintain organizational commitment, the role of a leader is needed, and good leadership is one of the conditions. Women's leadership, which is characterized as meek and considerate of its employees and providing support, is

expected to increase the employee's commitment to the relevant agency. The commitment of an employee is not only seen based on whether or not he stays in an institution but also seen from his activities at work, providing good work results or not, and accepting the policies and directions of the leadership. Robins & Judge (2008) defines Organizational Commitment is a situation where an employee sided with a particular organization as well goals and desire to maintain membership in the organization in which it belongs. Organizational commitment has an important role in influencing the state of a company when facing various problems that are not simple (Stiti et al., 2013).

Organizational performance can be well realized based on the synergy or cooperation of leaders in this case a woman with her employees, through communication that is a means of conveying messages. Employee performance consists of observable behaviors that people perform in their work that are relevant to organizational goals (Campbell, Simpson, Stewart, & Manning, 2003). Basically, the performance of each individual is what determines the performance of the organization in general. The vision and mission that the organization has set can be achieved through activities that are carried out jointly by groups of people or individuals in the organization, by following the direction or message of a women's leader.

As time goes by now every year the number of women in position. Leadership is increasing and producing change drama in society. This is strong evidence in growing interest in the study of deepening women's leaders (Musoli,2021). Today's development has also brought changes to women, not only as housewives, but as leaders. This is found in one of the agencies in Kupang City, namely the Kupang City Investment and Integrated Services Office which is currently led by a woman. This agency has only had a women's leader for the second time, the first time it was first established in 2009, then in 2022 it was only again led by a woman. Women today are faced with the reality of multi-roles. A woman's leadership requires good

communication to her employees or subordinates. The hope of good communication from a female leader is the implementation of good performance by her employees. In this case, the employees can provide optimal service to the people of Kupang city.

Based on the mentioned observation and data above, it is important to conduct study/ research on the relationship between women's leadership and employee performance will be tested with the communication of women's leaders and organizational culture as variables of moderation. The article will reveal how patriarchal culture does not apply when it comes to leadership inside an organization particularly the Kupang City Investment and Integrated Services Office. Agencies in this case need to know the impact of women's leadership, communication of women leaders, organizational culture on the performance of employees as evaluation material in strategizing and improving performance results both from the amount of investment value and Community Satisfaction Index value.

Research Methods

This study used quantitative methods, with a sample taken from the entire population of 54 employees at the Kupang City Investment and Integrated Services Office. Data collection uses questionnaires shared through *Google Forms*. This study used SEM-PLS as an analytical tool.

Result and Discussion

Table 1 Results of Direct effect

	Original Sample	T Statistics	P Values
Organization Culture (Z1) -> Employee Performance (Y)	0,254	2,312	0,021
Leadership (X) -> Work Culture (Z1)	0,802	21,063	0,000
Leadership (X) -> Employee Performance (Y)	0,211	2,959	0,003
Leadership (X) -> Organizational Commitment (Z2)	0,716	17,645	0,000
Leadership (X)-> Communication (Z3)	0,125	1,141	0,254

Organizational Commitment (Z2) -> Employee Performance (Y)	0,479	5,443	0,000
Communication (Z3) -> Employee Performance (Y)	0,027	0,648	0,517

Source: Research Result, 2022

The Effect of Organizational Culture on the Organizational Performance of Employees of the Kupang City Investment and Integrated Services Office

The processing results in this study found that work culture on employee performance received a p value of $0.021 < 0.05$. These results show that work culture affects employee performance. A strong organizational culture will support the achievement of existing organizational goals. The results of this study are in accordance with Mustikasari et al. (2020) and Rantesalu et al., (2016) that work culture affects employee performance. However, these results differ from research by Solossa et al. (2015) and Manafe et al. (2022) that organizational culture has no effect on employee performance.

The Effect of Women's Leadership on the Organizational Culture of Employees of the Kupang City Investment and Integrated Services Office

The results of the processing in this study found that women's leadership towards work culture received a p value of $0.000 < 0.05$. These results show that women's leadership influences organizational culture. Leaders also have their own influence on organizational culture (Muslimah, 2021). Culture in organizations is associated with values, attitudes, ethics and habits that are held together by each component of the organization that starts from a leader and then will be followed by its employees.

The Effect of Women's Leadership on the Performance of Employees of the Kupang City Investment and Integrated Services Office

The results of the processing in this study found that women's leadership on employee performance received a p value of $0.003 < 0.05$. These results show that women's leadership affects employee performance. These results refute the existing view of patriarchal culture which states that a man's position in social life is not the same as that of women, especially regarding leadership. This can happen because in working women's leadership provides useful explanations for employees when experiencing confusion at work and leaders also hear about problems experienced by employees during work. Of course, this can be applied well because there is a good relationship between leaders and employees at work. By using these methods, women leaders are able to direct employees to do work according to what has been determined and can work together with colleagues so as to improve employee performance.

The results of this study are in accordance with the findings of Hariyono (2018) and Suhartono et al. (2020) that women's leadership has a positive and significant effect on employee performance. However, there are different findings from Musoli's research (2021) which shows that women's leadership has no effect on employee performance.

The Effect of Women's Leadership on the Organizational Commitment of Employees of the Kupang City Investment and Integrated Services Office

The results of the processing in this study found that women's leadership towards organizational commitment received a p value of $0.000 < 0.05$. These results show that women's leadership has a significant effect on organizational commitment. With these results, it shows that women's leadership is able to increase employee commitment in the organization. Giving full confidence to employees in completing their work, asking for suggestions and ideas from employees before making decisions

and testing decisions before implementing them is a way that leaders apply to make employees feel that employees of the Kupang City Investment and Integrated Services Office is the best place to work for them. By placing trust and involving employees in making decisions, it has proven to have a positive impact on women leaders in increasing organizational commitment. The results of these findings are in accordance with the research of Suhartono et al. (2020) who found that women's leadership affects organizational commitment.

The Effect of Women's Leadership on Women's Communication of Employees of the Kupang City Investment and Integrated Services Office

The results of the processing in this study found that women's leadership of women's communication received a p value of $0.254 < 0.05$. These results show that women's leadership has no effect on women's communication. The current female leaders have a working period of approximately 3 months, so the existing communication with their employees has not been too intense with the existing leadership routines at the Kupang City Investment and Integrated Services Office.

The Effect of Organizational Commitment on the Organizational Performance of the Kupang City Investment and Integrated Services Office

The processing results in this study found that organizational commitment to organizational performance received a p value of $0.000 < 0.05$. These results show that organizational commitment has a significant effect on organizational performance. The willingness of employees to carry out tasks beyond their responsibilities and concern for the organization is able to make employees make the most of their work time. The feeling of employees who believe that the Kupang City Investment and Integrated Services Office is the best place to work for them makes employees always enter and leave on time and never absent on weekdays.

The results of this finding are different from the research of Nurdin & Rohendi (2016) who said that organizational commitment does not have a significant effect on organizational performance.

The Effect of Women's Communication on the Organizational Performance of the Kupang City Investment and Integrated Services Office

The results of the processing in this study found that women's communication to organizational performance received a p value of $0.517 < 0.05$. These results show that women's leadership has no effect on women's communication. The absence of women's communication influence on organizational performance suggests that the leader has not been close to the employees due to his recent tenure at the agency. These results are in accordance with research from Waworuntu et al. (2022) which say that women's communication has no effect on employee performance.

Table 2 Results of Indirect effect

	Original Sample	T Statistics	P Values
Leadership (X) -> Organizational Culture (Z1) -> Employee Performance (Y)	0,204	2,254	0,025
Leadership (X) -> Organizational Commitment (Z2) -> Employee Performance (Y)	0,343	5,106	0,000
Leadership (X) -> Communication > (Z3) -> Employee Performance (Y)	0,003	0,408	0,683

Source: Research Result, 2022

The Women's leadership affects employee performance through the organizational culture of the Kupang City Investment and Integrated Services Office

The results of the processing show that organizational culture is able to mediate women's leadership to employee performance with a p value of $0.025 < 0.05$. The results of this study show that organizational culture is unable to mediate women's leadership on employee performance. The results of this study show that

organizational culture is able to mediate women's leadership to employee performance.

The Women's leadership affects employee performance through the organizational commitment of the Kupang City Investment and Integrated Services Office

The results of the processing show that organizational culture is able to mediate leadership to employee performance with a p value of $0.000 < 0.05$. The results of this study show that the organization's commitment is able to mediate women's leadership to employee performance. The results of this study show that the direct influence of women's leadership on organizational commitment indirectly affects employee performance. The better the female leadership puts trust and involves employees in making decisions makes employees feel that the Kupang City Investment and Integrated Services Office is the best place to work for them which has an impact on the punctuality of employees entering and leaving work and never absent on weekdays. These findings are in accordance with the findings of Suhartono et al. (2020) who stated that the organization's commitment is able to mediate women's leadership to employee performance.

The Women's leadership affects employee performance through women's communication of the Kupang City Investment and Integrated Services Office

The results of the processing showed that women's communication was able to mediate leadership to employee performance with a p value of $0.683 < 0.05$. The results of this study show that women's communication is not able to mediate women's leadership on employee performance. Directly women's leadership directly affects employee performance, but through communication women have no effect because the existence of female leadership has only been in the agency for a few months, so there has not been a familiarity between leaders and employees through communication.

Based on the results of the research above, it can be found that in direct influence there are three variables that have a direct effect on employee performance, while one variable, namely female communication, has no direct effect. For indirect test results indicate that there are two variables that are able to mediate, but women's communication is not able to mediate the influence of women's leadership on employee performance.

Conclusion

The results of direct influence testing show that organizational culture has an affects on employee performance, women's leadership has an affects on organizational culture, women's leadership has an affects on employee performance, women's leadership has an affects on organizational commitment, women's leadership has no affects on women's communication, organizational commitment has an affects on employee performance, and women's communication has an affects on employee performance.

The results of the mediation test showed that the organization culture was able to mediate the influence of women's leadership on employee performance, the organizational commitment was able to mediate the influence of women's leadership on employee performance, and women's communication was unable to mediate the influence of women's leadership on employee performance. The results of this study are show to show that patriarchal culture does not apply in terms of leadership in this institution.

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