The influence of female leadership style on communication climate and job satisfaction

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Abstract

This research aims to find out how female leadership style affects the communication climate and job satisfaction at PT. Indonesian Digital Identity. Using the total sampling method, a total sample of 100 respondents was gathered from Sati Rasuanto's staff. The method used to analyze the data is path analysis. According to calculations performed with the SmartPLS software version 3.0, the results show a significant relationship between the influence of female leadership style on the communication climate, The communication atmosphere at work has a much greater impact on employee happiness than does the female leadership style. The implications of the results of the study indicate that leaders need to increase democratic and participatory traits such as tolerance, empathy, and openness to the perspectives and ideas of others in women's leadership so that the climate of communication and job satisfaction can be adequately maintained.
Keywords: *Women leadership; communication climate; job satisfaction.*

Introduction

In recent time, the recognition of the significance of female leader in diverse industries and organisations has gained recognition. Research has indicated that the distinctive attributes and methodologies that women bring to positions of leadership can have a beneficial impact on the overall functioning of the workplace. Eagly and Johannesen-Schmidt (2001) study revealed that men and women exhibit strong leadership qualities, although gender disparities exist. The research suggests that both genders excel in certain circumstances.

The potential for significant notable success within the organization is contingent upon the leaders adherence to effective leadership styles (Dulewicz & Higgs, 2005). Males occupy the majority of organizational leadership positions. However, females are now afforded equal opportunities for career progression as their male counterparts (Perrewe & Nelson, 2004). Historically, leadership styles have been linked to masculine characteristics and conduct, prioritising traits such as dominance, self-assuredness, and a competitive nature. As organisations undergo transformation and acknowledge the advantages of varied leadership viewpoints, the significance of female leadership style has surfaced (Baxter, 2009).

According to Northouse (2021) leadership refers to the capacity of the group leader to enhance the group's performance. Eagly and Johannesen-Schmidt (2001) posit that women are more likely to occupy positions of authority within organizations where leaders prioritize close interpersonal relationships. Females exhibit a greater tendency

towards democratic and participatory characteristics, including but not limited to tolerance, empathy, and receptiveness to alternative viewpoints and concepts. Fitriani (2015) posits that the female leadership style is characterized by a greater emphasis on democratic and cooperative approaches, prioritizing collaboration between managers and subordinates. In contrast, male leadership styles are often characterized by a focus on competition, a preference for hierarchical authority, a tendency towards high levels of control in leadership, and a relative absence of emotional and analytical flexibility. The characteristics mentioned earlier suggest that female leadership styles have the potential to create a conducive atmosphere for enhancing productivity.

A leader with a suitable leadership paradigm must possess adept communication skills and collaborate effectively in distributing duties and responsibilities. Establishing a favorable communication climate can lead to a concomitant increase in employee job satisfaction. If the leadership style is deemed acceptable, employees can perform their duties and responsibilities more effectively, thereby contributing to attaining the company's objectives and enhancing job satisfaction. Henceforth, the style of leadership assumes a pivotal role and warrants careful consideration by a leader (Primadini, 2012).

Mullins (2007) defines the term "communication climate" as the collective perception of employees regarding the prevailing work environment and their interpersonal interactions within an organization. Litwin and Stringer Jr (1968), introduced the concept of "communication climate" to refer to the degree of transparency among employees in a company regarding their daily experiences. Rismita (2008) revealed that workers tend to treat each other with respect and friendliness when there is a positive communication climate. Workers are more comfortable expressing their thoughts or feelings when a positive communication climate occurs. The existence of an atmosphere of openness and mutual understanding between colleagues has been associated with higher levels of job satisfaction. Job satisfaction is the impact or result of performance effectiveness and success at work.

Robbins and Judge (2011) define job satisfaction as a pleasant attitude by employees towards their work. According to Luthans (2006), one of the significant factors in whether a person is happy in their profession is whether they believe their job adequately provides them with essential values and goals. Employees who report high levels of job satisfaction also tend to be healthier, more productive, and less prone to accidents and complaints, according to his research, increase productivity, and reduce absenteeism and turnover.

VIDA is an organization led by a female executive, Sati Rasuanto, who holds the position of Chief Operating Officer (COO). VIDA is a certified Certificate Authority (CA) that operates as an Electronic Certificate Provider in Indonesia. VIDA offers protection against identity fraud by verifying online enterprises that their clientele's identities are authentic under the guidance of Sati Rasuanto, PT. Indonesia Digital Identity secured two positions, namely 81 and 82, in the "60th Virtual Local Selection Panel" (LSP) organized by Endeavor Indonesia. Furthermore, Sati Rasuanto collaborating with the Ministry of Cooperatives & SMEs of the Republic of Indonesia, as well as numerous partners such as Grab and BGR Logistics, to facilitate the digitization of tens of thousands of MSMEs and conventional shops. The achievement of her enterprise is inextricably linked to her competent leadership and guidance of her staff. Sati Rasuanto emphasizes fostering team cohesion, collaboration, and mutual support as crucial drivers of organizational effectiveness. Thus, the communication

climate within the VIDA organization, under the leadership of Sati Rasuanto, places emphasis on fostering engagement, collaboration, and openness.

By creating a good communication climate, employee job satisfaction will also increase. Employees can carry out their duties and responsibilities even better if the leadership style can be accepted so that the company's goals can be said to be good, job satisfaction can be increased. Therefore, leadership style plays an important role and needs to be considered by a leader. Based on previous research by Gaviria-Rivera and Lopez-Zapata (2019), it was found that there is a positive and significant influence between leadership styles on the communication climate. In addition, research from Siyal et al. (2021) found that there is a positive and significant influence between leadership styles on job satisfaction. Fitriani (2015) found that there is a positive and significant influence between communication climate on job satisfaction.

The female leader possesses distinctive characteristics and methods of leadership that have been observed to have a favourable impact on the communication climate and job satisfaction among groups and corporations. Comprehending the influence of the female leadership style is of paramount importance in establishing work environments that are both prosperous and all-encompassing. This research is expected brings a gender perspective to the study of leadership. It acknowledges that leadership behaviors and approaches may differ between genders, challenging traditional notions that have predominantly focused on male leadership styles. This perspective allows for a more comprehensive understanding of female leadership and its impact on communication and job satisfaction. For companies or research institutions, this research can be used as a reference in terms of knowledge and material for consideration for companies in solving problems they face and assisting companies in determining women's leadership styles that can improve the communication climate and job satisfaction.

Methods

The location of this research was conducted from March 2023 to April 2023 at the VIDA Digital Identity Office (PT Indonesia Digital Identity) which is located at Jalan Prof. Dr. Satrio No.5, RT.7/RW.2, Kuningan, Kuningan Tim., Setiabudi District, South Jakarta City. Total sampling is used as a sampling strategy in this study. The sampling technique referred to as "total sampling" involves utilizing a sample size equivalent to the population size. Consequently, for this study, a sample of 100 VIDA employees whom Sati Rasuanto supervises was selected.

The present study employs descriptive quantitative techniques. The research methodology involves the collection of numerical data through a survey approach utilising questionnaires. The data source used is the primary data source because it was obtained directly through questionnaires distributed to Sati Rasunto employees. The present investigation employs Descriptive Statistics and Partial Least Square Structural Equation Modeling (SEM) as analytical tools to advance or forecast an established theory. The analysis carried out using PLS consists of the following stages:
1. Designing a measurement model (Outer model)
2. Structural modeling (Inner model)
3. Test the hypothesis with the help of the PLS analysis tool.

Results and Discussion

In outer model testing, SmartPLS relies on three criteria—convergent validity, discriminant validity, and composite reliability—when assessing the quality of external models. Based on the research results found that:

1) Convergent Validity

Reflexive indicators are used to assess the convergent validity of measurement models by examining the relationship between item and component scores as calculated by PLS. If the correlation is more significant than 0.60 or by looking at the level of significance, it means that the instrument is said to be valid. For the indicators of Female Leadership Style (X1), Communication Climate (Y1), and Job Satisfaction (Y2), all loading factor values are higher than 0.6.

2) Discriminant Validity

Following convergent validity, a discriminant validity test can be used to assess validity. Discriminant validity is established by contrasting the latent variable's correlation with other latent variables using the AVE. If the variable has excellent discriminant validity, The latent variable's correlation with other latent variables must be less than the AVE root value. The AVE number needs to be higher than 0.50. The findings show that every indicator in every variable in this research has sufficient discriminant validity.

3) Composite Reliability

The composite reliability assessment entails examining two primary metrics, namely the Average Variance Extracted (AVE) and Cronbach Alpha. In the realm of reliability assessment, composite reliability evaluation involves considering two primary metrics: Average Variance Extracted (AVE) and Cronbach Alpha.

Evaluating the inner model or structural model involves looking at how the significance level of the construct relates to the R-squared of the research model. Based on the research results it was found that:

Table 1. R Squarei

	R Square	R Square Adjusted
1.1	0.527	0.522
2.1	0.162	0.14

Source: SmartPLS (2023)

Table 1 indicates that the R-square value for the Communication Climate variable (Y1) is 0.527, while for the Job Satisfaction variable (Y2), it is 0.162. The coefficient of determination (R-square) for Y1 is 0.527, signifying that 52.7% of the variance in the Communication Climate construct (Y1) can be attributed to the Female Leadership Style construct (X1). In contrast, the remaining 47.3% of the variance is attributable to extraneous variables beyond the scope of this study. The R-squared value of Y2, which is 0.162, suggests that Job Satisfaction (Y2) is affected by the variable Female Leadership Style (X1) by 16.2%. In comparison, the remaining 83.8% is influenced by other variables that were not examined.

The outcomes obtained through bootstrapping from the Partial Least Squares (PLS) analysis are presented below.

Table 2. Hypotheses Results

	Originalo Sample (O)i	Samplei iMean (M)	Standardi Deviationi (STDEV)	Ti Statisticsi (|O/STDEV|)	Pi Valuesi
Xi -> Y1i	i0.726	i0.730	i0.053	13.808	i0.000
Xi -> Y2i	i0.200	i0.203	i0.184	1.086	0.278
Y1i -> Y2i	i0.524	0.543	0.123	4.241	i0.000

Source: SmartPLS (2023)

Based on Table 2, the structural equation obtained is:

Y1 = 0.726 X

Y2 = 0.200 X + 0.524 Y2

The findings from the initial hypothesis testing regarding the impact of the Female Leadership Style variable (X1) on Communication Climate (Y1) indicate a path coefficient value of 0.726, accompanied by a t value of 13.808. The obtained value surpasses the critical value of the t table (1.960) or exhibits a significance level of less than 0.05. The findings indicate that the Female Leadership Style exerts a substantial and favorable influence on the Communication Climate, thereby leading to the acceptance of Hypothesis 1.

The second hypothesis's findings, which examine the impact of the Female Leadership Style variable (X1) on Job Satisfaction (Y2), indicate a path coefficient of 0.200 and a t value of 1.086. The observed value is statistically significant at a significance level of 0.05, smaller than the critical t-value of 1.960. The study's outcome indicates that the Female Leadership Style does not significantly impact Job Satisfaction, thereby leading to the rejection of Hypothesis 2.

The findings of the third hypothesis, which examines the impact of the Communication Climate variable (Y1) on Job Satisfaction (Y2), indicate a path coefficient of 0.524 and a t value of 4.241. The value, as mentioned earlier, is lesser than the critical t-value of 1.960 or has a p-value of less than 0.05. The findings indicate that the Communication Climate exerts a substantial impact on Job Satisfaction, thereby leading to the acceptance of Hypothesis 3.

The initial assessment findings indicate that the Female Leadership Style exerts a substantial and favorable influence on the Communication Climate. The present discovery is consistent with Hariyono (2018) investigation that demonstrates a clear and constructive correlation between leadership approach and communication atmosphere. The organizational climate is significantly impacted by the leadership style employed. Workers perceive leaders who demonstrate respect and trust towards their employees through attentive behavior as contributing to a more favorable organizational climate. Leaders who promote employee engagement and participation can facilitate communication and foster a greater understanding of each other's backgrounds, experiences, attitudes, and behaviors within the company. Stringer (2002) states that establishing such an environment will facilitate effective communication.

The findings of the second hypothesis indicate that the Female Leadership Style does not exert a statistically significant influence on Job Satisfaction. Therefore, Hypothesis 2 is not supported by the data. The study found no statistically significant correlation between the leadership style employed by Sati Rasuanto and job satisfaction among the participants. Employee job satisfaction is influenced by many factors, with leadership style being just one among them. Specifically, leadership style accounts for only 16.2% of the overall impact on employee job satisfaction, while the remaining 83.8% can be attributed to other factors.

The findings of the hypothesis testing indicate that the Communication Climate substantially impacts Job Satisfaction, thereby leading to the acceptance of Hypothesis 3. The present discovery is consistent with prior investigations by (Fitriani, 2015). which demonstrated a clear and noteworthy correlation between the communication climate and job satisfaction. Lustanti et al. (2015) posit that the communication climate can impact employees' attitudes and conduct. Creating a conducive communication climate can impact individuals' inclination towards displaying affirmative attitudes and conduct, leading to a rise in job performance and job satisfaction levels among the workforce.

Conclusion

The study results showed a significant relationship between the influence of female leadership style on communication climate, work satisfaction was significantly affected by the presence or absence of open lines of communication, while female leadership style had little impact on employee happiness. The implications of the results of this study indicate that leaders need to increase democratic and participatory traits such as tolerance, empathy, and openness to the perspectives and ideas of others in women's leadership so that the climate of communication and job satisfaction can be adequately maintained.

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