

# The Role of Intrapersonal Factors, Interpersonal Factors and Organisational Support on the Effectiveness of Women's Leadership in the Public Sector

## (Study on SKPD of NTB Provincial Government)

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### ABSTRACT

This study aims to determine the factors of intrapersonal, interpersonal and organisational support on the effectiveness of women's leadership in the public sector of the SKPD of the NTB Provincial Government. This type of research is associative quantitative. This research involved 150 respondents. Respondents in this study specifically examined women leaders. Data collection techniques using questionnaires. Data analysis in this study used PLS (partial least square) application. The results in this study are interpersonal factors have a positive and significant effect on women's leadership effectiveness, interpersonal factors have a positive and significant effect on women's leadership effectiveness and social support has a positive and significant effect on women's leadership effectiveness.

**Keywords:** *Intrapersonal Factors, Interpersonal Factors, Organisational Support, Women's Leadership Effectiveness.*

### 1. INTRODUCTION

Women play an increasingly important role in organisations (Eagly and Carli, 2003; Yan, Wu, & Zhang, 2018). Therefore, the issue of gender equality and providing equal opportunities for women is a central topic in the issue of sustainable human resource development today, on a global scale, the PPB through the *Fifth Sustainable Development* programme seeks gender equality, especially for women to serve and obtain leadership positions at all levels, especially for its member countries (Farhan, 2022). In line with that, according to a recent report from *Grant Thornton*, by 2021, 31% of senior leadership positions globally will be held by women (Grant Thornton, 2021). This shows that women are increasingly getting a place to have a better career than before.

As opportunities open up for women leaders today, it is interesting to see how effective they are as leaders and how organisations develop in their hands. Research (Furst and Reeves, 2008; Vinkenburg *et al.*, 2011; Douglas, 2012) states that women's leadership effectiveness is superior to men's because of a better fit between women's gender role characteristics and transformational leadership styles. Research by Yan, Wu, & Zhang, (2018) female leaders have a high level of effectiveness because they are more androgynous orientated. *Androgynous leadership style* according to Park, (1997) is simply understood as a blend of masculinity and femininity in the leadership process. Furthermore, research conducted by Nabih *et al.*, (2023) states that the level of effectiveness of women's leadership is based on their ability to understand the emotions of others. Sharr, (2023) states that women leaders are more concerned about diversity and equality, and provide different perspectives on organisations and teams. They usually think further and have detailed processes and emphasise inclusiveness. Sharr, (2023) further explained that female leaders often demonstrate high levels of empathy that contribute to the formation of inclusive environments and meaningful relationships. Lockwood (2004) found that companies with a higher proportion of women in executive positions had better organisational performance than those with a lower proportion. This suggests that the more involved women are in an organisation, the higher the level of organisational performance.

Ayman and Korabik's (2010) review of key leadership models and theories shows that gender and culture do make a difference. Furthermore, leadership and perceptions of its effectiveness are not gender neutral and universal, but a direct function of gender or culture. As a marker of status, privilege, and expectations regarding behaviour, gender is an integral part of leadership. Departing from the above opinion, this research wants to see how the level of effectiveness

of women leaders in Indonesia, especially in government organisations such as the SKPD of NTB province which has a distinctive culture and perspective on gender roles between women and men.

Several previous studies have discussed the effectiveness of women leaders from various conceptual and theoretical perspectives, but there have not been many discussions that examine the influence of intrapersonal and interpersonal factors as antecedents on the effectiveness of women leaders. According to Jerusalem and Hudtohan, (2021) individuals who excel in intrapersonal and interpersonal intelligence are usually introspective and can use this knowledge to solve personal and collective problems where this character is very beneficial for the effectiveness of a leader. Saadatmand *et al.*, (2019) state that intrapersonal skills refer to the ability to know, control, and regulate emotions, while interpersonal skills relate to the ability to recognise and understand the desires of others.

In addition, support from the organisation plays an important role in supporting the level of effectiveness of leaders, especially women. In line with that, Akkaya & Bagińska's research (2022) shows that effectiveness based on agile management by women leaders is embedded in interpersonal trust. In other words, the effectiveness of women's leadership in organisations arises from the support of each individual involved in the leadership process, one of which is trust. In Gorondutse's research, *et al.* (2019) stated that, women leaders can show a high level of effectiveness when they get support from their organisation. Based on the description above, this study will examine the influence of intrapersonal and interpersonal factors and organisational support on the effectiveness of women leaders in the SKPD of NTB province.

## 2. RESEARCH METHODS

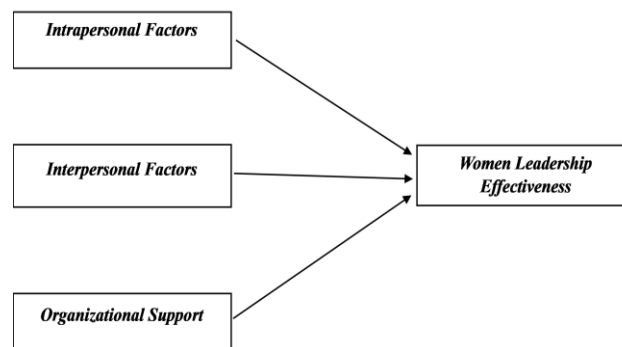


Figure 1 Research Framework

Figure 1 shows the research framework. This type of research uses associative quantitative methods. The population in this study were female leaders in the SKPD of the NTB Provincial Government with echelon II, III, and IV positions. The sample in this study amounted to 150 female leaders. The data collection technique used a questionnaire by distributing questionnaires containing a Likert scale of 1-5. Furthermore, data analysis techniques were carried out using the smart PLS application with m SEM method. The SEM-PLS test stages are outer model and inner model tests. The characteristics of respondents in this study are dominated by female leaders aged between 30-40 years as many as 67 people with an average education level of S1 with a period of 5-15 years with married status.

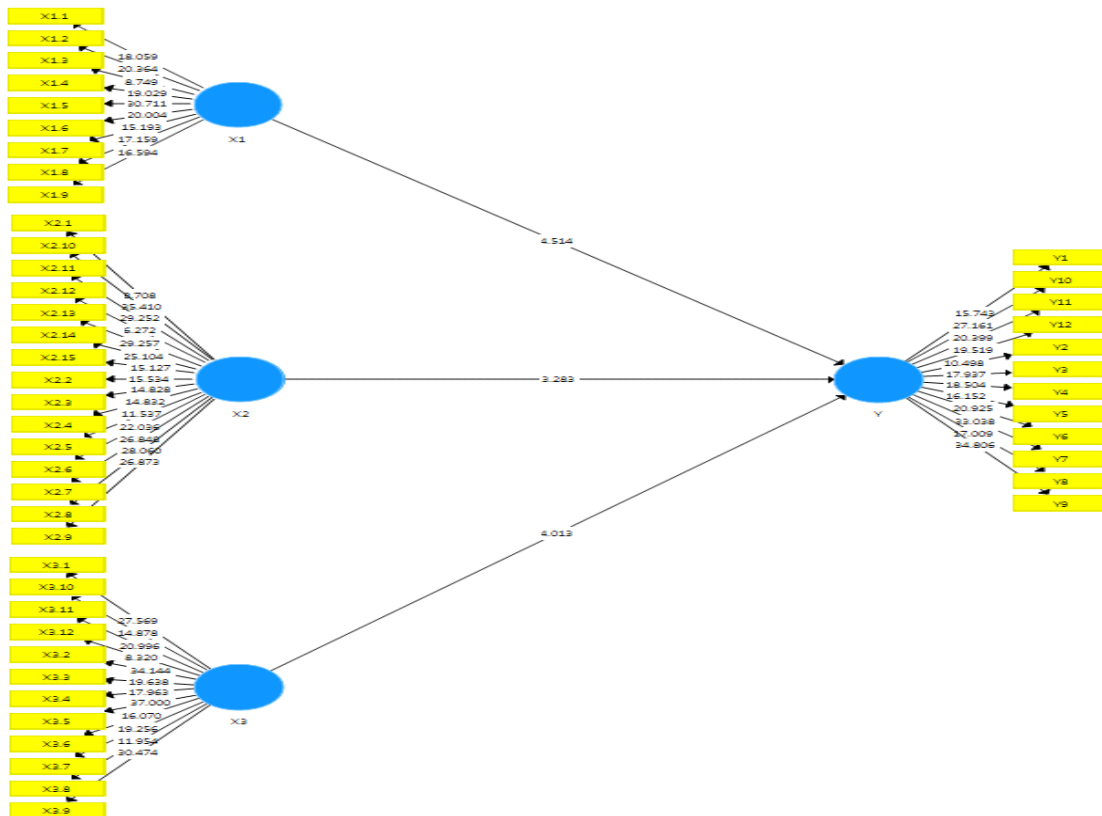
### 2.1. Outer Model Test

In this study, the validity test was carried out using PLS through *Convergent Validity* testing which can be assessed based on *Outer Loadings* or *Loading Factor* and *Average Variance Extracted (AVE)*. The validity test results show that all outer loading values are  $> 0.7$  so that they can be said to be valid. In addition, for the reliability test, all variables have also met the requirements  $> 0.7$  so that they can be said to be reliable.

### 2.2. Inner Model or Hypothesis Test

Table 1. Hypothesis Test Results

Hypothesis	Variable Influence	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Description
H1	X1 -> Y	0.422	4.514	0.000	Accepted
H2	X2 -> Y	0.297	3.283	0.001	Accepted
H3	X3 -> Y	0.239	4.013	0.000	Accepted



**Figure 2** Hypothesis Test Results

Based on the Table 1 and Figure 2, it can be seen that all hypotheses can be accepted because the p value  $< 0.05$ .

### 3. RESULTS AND DISCUSSION

#### 3.1. The Influence of Intrapersonal Factors on Women Leadership Effectiveness

Based on the results of hypothesis testing, it shows that *Intrapersonal Factors* have a positive and significant effect on *Women Leadership Effectiveness*. These results validate the findings of previous studies such as those conducted by Jerusalem and Hudtohan, (2021) and Saadatmand *et al.*, (2019) individuals who excel in intrapersonal intelligence are usually introspective and can use this knowledge to solve personal and collective problems where this character is very beneficial for the effectiveness of a leader.

The research findings show that, the intrapersonal intelligence possessed by women leaders helps them in achieving a high level of effectiveness as a leader. Through this ability, women leaders are able to bring out all their personal potential which is then directed positively in the leadership process. This is in line with what is conveyed by Gardner, (1983) that intrapersonal intelligence is the ability to understand, know, and respond to the capacities and abilities possessed by an individual independently. In addition, in the leadership process, through their intrapersonal intelligence, women leaders are able to continue to show high performance and performance and still prioritise the interests of the organisation and all individuals involved in it. Nelson and Low, (2011) explain intrapersonal competence as the ability to perceive oneself as having high self-esteem and stress management skills to maintain high self-confidence even when mistakes and failures occur. This finding shows that women leaders show a high level of effectiveness and have the ability to position especially different gender roles in the leadership process. In line with what was conveyed by Yan, Wu, & Zhang, (2018) female leaders have a high level of effectiveness because they are more androgynous orientated.

#### 3.2. The Influence of Interpersonal Factors on Women Leadership Effectiveness

Based on the results of hypothesis testing, it shows that *Intrepersonal Factors* have a positive and significant effect on *Women Leadership Effectiveness*. These results validate the findings of previous studies such as those conducted by Jerusalem and Hudtohan, (2021) and Saadatmand *et al.*, (2019) individuals who excel in intrepersonal intelligence are usually introspective and can use this knowledge to solve personal and collective problems where this character is very beneficial for the effectiveness of a leader. In addition, these findings also validate the results of previous findings

conducted by Nabih *et al.*, (2023) stating that the level of effectiveness of women's leadership is based on their ability to understand the emotions of others.

An interesting finding is shown in the results of this study, that women leaders have a higher level of understanding and knowledge related to the expression of emotions of their subordinates. These women leaders tend to bring out their feminist side in the process of interaction with their subordinates, which becomes very effective in the process of team and individual performance in the organisation. This explicitly shows the high level of interpersonal intelligence of women leaders which is then used for the purpose of improving performance and harmonisation in the relationship between superiors and subordinates. In line with what Love said, (2014) generally defines interpersonal intelligence as the ability to identify and understand other people. In addition, intrapersonal intelligence relates to the way a person interacts with others which includes sensitivity to the feelings, moods, motivations, and temperaments of others. This intelligence is a must-have for leaders, to see things from the perspective of others to determine the future (Jerusalem & Hudtohan, 2021).

In addition, women leaders are able to create positive working conditions and a more conducive work environment which has driven organisational performance at its peak. This is in line with what Sharr, (2023) stated that female leaders are more concerned about diversity and equality and provide different perspectives on organisations and teams. Sharr, (2023) further explained that female leaders often show high levels of empathy which contribute to the formation of inclusive environments and meaningful relationships.

### **3.3. The Effect of Organisational Support on Women Leadership Effectiveness**

Based on the results of hypothesis testing, it shows that *Organizational Support* has a positive and significant effect on *Women Leadership Effectiveness*. These results validate the findings of previous research such as that conducted by Gorondutse, *et al.*, (2019) stating that, women leaders can show a high level of effectiveness when they get support from their organisation. In addition, research conducted by Akkaya & Bagieńska, (2022) shows that effectiveness based on agile management by women leaders is embedded in interpersonal trust. In other words, the effectiveness of women's leadership in organisations arises from the support of each individual involved in the leadership process, one of which is trust.

The research findings show that women leaders are able to show high performance and effectiveness as leaders and dismiss negative perceptions of gender issues regarding women leaders. In addition, openness and providing opportunities for women leaders to hold strategic positions is one of the strong factors that encourage them to show high levels of effectiveness as leaders. This shows that the support provided by the organisation is a strong antecedent in determining the level of effectiveness of women leaders. In line with what Muse and Stamper (2007) conveyed, perceived organisational support is the extent to which employees feel that their contributions are valued by their organisation and that the organisation cares about their welfare.

## **4. CONCLUSIONS AND SUGGESTIONS**

### **4.1. Conclusion**

This study concludes that intrapersonal, interpersonal and organisational support factors are able to increase the effectiveness of women's leadership in the SKPD of the NTB Provincial Government. The findings in this study state that women leaders have a high level of effectiveness by utilising internal abilities such as intrapersonal and interpersonal intelligence to maximise capacity or performance as a leader. In addition, the findings in this study indicate that women can actually be better and superior in terms of leading or effectiveness in the work environment compared to male leaders. In addition, the research also proves that organisations play an important role in providing opportunities for women to occupy strategic positions, especially leaders, and of course this will be in line with increasing organisational effectiveness and performance.

### **4.2. Suggestions**

The suggestion in this study is that it is necessary to maintain and increase the provision of equal opportunities between women and men to occupy strategic positions or as a leader according to their capacity.

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