



## Patterns of Women's Leadership to Create Gender Equality in Building a Sustainable Organization

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### ABSTRACT

**Purpose** –Leadership in building organizations by men and women has its own strengths and weaknesses, but the lack of women's leadership in Indonesia represents gender equality has not been achieved. This study aims to determine the pattern of women's leadership in Indonesia to create gender equality in building a sustainable organization

**Methodology/approaches** – This type of research uses a social research strategy with a simple mix method approach. The target population in this study were members who worked in various private organizations in Bekasi district with female leaders with a sample of 50 respondents. The data statistical method used is descriptive statistics and Partial Least Square (PLS).

**Findings** –This result was confirmed by a data source triangulation approach, namely by interviewing three existing data sources. The results of this study indicate that the pattern of female leadership has not been able to mediate the concept of ideal leadership or the concept of ideal gender equality towards sustainable organizations. However, this research also shows that the concept of ideal leadership and the concept of ideal gender have a positive and significant effect on leadership patterns Novelty/value – women's leadership patterns reflect the concept of ideal leadership and the concept of ideal gender equality needed in a leadership that can lead an organization. Keywords: Leadership pattern, women, gender equality, sustainable organization

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### INTRODUCTION

Worker leadership in building organizations by men and women has its own strengths and weaknesses, so to be an ideal leader has no gender boundaries. Leadership is one of the cogs of an institution or organization. The quality of leadership determines the direction of success of the institution or the organization. Leadership has a strategic role in the management framework (Iskamto, 2020; Iskanto et al., 2021; Muryani et al., 2018; Saputri et al., 2021). Because the role of a leader is basically a series of leadership functions. While the leadership function itself is one of the roles of managers in the framework of influencing subordinates or followers so that they are willing to provide dedication in achieving organizational goals, in accordance with the abilities of subordinates to the fullest. In other words, whether a leader is effective or not depends on his ability to manage and apply his leadership pattern according to the circumstances in the organization (Samsu, 2014).

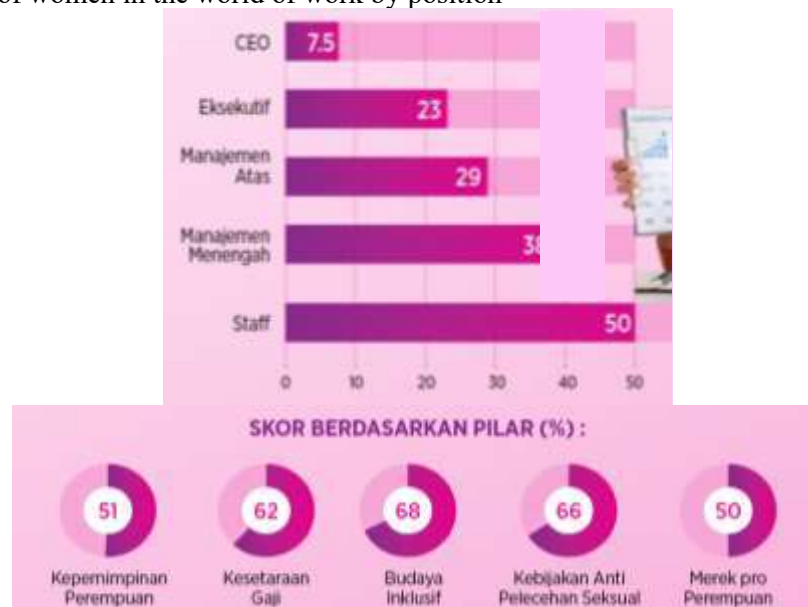
In his notes, in Indonesia, there are only half of the women in the force employment compared to 80% of males of the same working age. Then, in East Asia and the Pacific, the average female labor force participation rate is around 60%. Meanwhile, in Indonesia, female labor force participation has only been around 50% for the last 20 years(Wuryasti, 2022). Even though being an ideal leader has no gender boundaries, the lack of leadership for women workers in Indonesia represents gender equality has not been achieved. Gender equality means equal conditions for men and women to obtain opportunities and rights as human beings, so that they are able to play a role and participate in political, legal, economic, socio-cultural, educational and national defense and security (hankamnas) activities, as well as equality in enjoy the fruits of this development. Gender equality also includes eliminating discrimination and structural injustice, both against men and women(Adriana, 2009; Basriani et al., 2021; Misdawita & Utami, 2022).

Women still face gender discrimination in the world of work even though many industries have now suppressed these barriers. Some of these challenges range from wage discrimination to structural positions. Women are also often considered unable to hold management functions. Even though in the household, women are used to carrying out this management function for the family(Arief, 2022).

Statistics have shown positive developments for the female gender both in terms of life expectancy, gender empowerment index, even to retail investment figures. The survey further proves that the proportion of women in strategic company positions continues to grow, and there is a projected addition to world GDP of USD 28 trillion if there is gender equality. This positive thing increasingly defines the role of women as natural born leaders who hold balance in the professional world to the household. There are three things that need to be guided by women in carrying out leadership, namely loving what is led, working together, listening a lot and being yourself.(Damayanti, 2022).

The Global Gender Equality Index (GEI) research released by Bloomberg shows that there will be an increase in gender equality in the world of work in 2022.However, currently, the share of women at the CEO level is 7.5% and at the executive level is 23%. With these figures, the role of women in important positions is considered to be minimal. The pillar of women's leadership has improved, but it is still low and remains a challenge (Women's data word: Arie 2022)

Proportion of women in the world of work by position



Based on the background of these problems, researchers are interested in conducting research with the title "Leadership Patterns of Women Workers in Indonesia to Create Gender Equality in Building a Sustainable Organization". Then, the discussion in this article will be linked to theories of women's leadership pattern to answer the problem with relevance and tested for validity.

## LITERATURE REVIEW

### Ideal Leader Concept

Leadership is an important part of the management process and is needed in all types of organizations. Leaders plan and organize existing resources by influencing and directing others to achieve optimal subordinate performance. The success of leadership is influenced by the leadership style applied and the satisfaction of its subordinates. Becoming a good leader in the current and future generations of millennial society is a critical challenge (Peramesti & Kusmana, 2018). A leader is expected as well as required to be able to solve problems in all areas of people's lives. Leaders are not only good at one field but are skilled in other fields. The competence of the leader should ideally be evenly distributed on all fronts (Setyawan & Sulistyaningrum, 2022).

Ideal leadership is a dream or hope for every organization. There are 8 (eight) ideal leadership characteristics, namely: intelligent, responsible, honest, trustworthy, initiative, consistent, firm and straightforward. Character is a key determinant in the success of an organization. This will bring blessings to all members of the organization in it. Forward and backward, the success and failure of an organization is largely determined by the leader, because the leader is the controller and determinant of the direction to be taken by the organization towards the goals to be achieved. (Taufiq et al., 2020).

Leaders cannot use the same leadership style or pattern to lead their subordinates or members. However, it must be adjusted to the character or nature of the ability in the duties of each member. An effective and capable leader in applying a certain style or pattern in his leadership must first understand who the subordinates he has led, be able to understand the strengths and weaknesses of his members (Sondang, 1994).

### Gender Equality Concept

Gender equality means the realization of equal conditions for women and men to obtain opportunities and their rights as human beings so that they are able to play a role and take part in development, politics, economy, social, culture, education, defense and security in enjoying the results of this development. Gender equality is also known as sex equality, sexual equality, referring to the view that men and women should receive the same treatment and there should be no discrimination on the basis of sex, except for biological reasons for different treatment. (Agustina, 2015).

The movement to equalize between men and women is called feminism. Feminism in a broader sense is the movement of women to reject everything that is marginalized, subordinated and demeaned by the dominant culture, both in politics, the economy and social life in general. Feminism movement is a movement that demands equal rights between women and men or also known as the gender equality movement (Sulistyowati, 2020). There are several forms of gender equality and justice, including: (Puspitawati, 2015):

1. Access: Equal opportunities for women and men in development resources. Example: providing equal opportunities to obtain educational information and opportunities to improve careers for male and female civil servants.
2. Participation: Women and men participate equally in decision-making processes. Example: providing equal opportunities for men and women to participate in determining educational choices in the household; involve prospective structural officials from both male and female employees who are competent and meet the "Fit and Proper Test" requirements in an objective and transparent manner.
3. Control: women and men have equal power over development resources. Example: providing equal opportunities for male and female civil servants in mastering resources (for example: regional material and non-material resources) and having independent control in determining whether civil servants want to upgrade structural positions to a higher level.
4. Benefits: development must have equal benefits for women and men. Example: The education and training program (Training) must provide equal benefits for male and female civil servants.

### **Patterns of Indonesian Women's Leadership**

In an organization or institution, the dominance of men as leaders is still very strong. In fact, women also have the potential that is not inferior to men in terms of leadership. Leadership, it is impossible to be separated from individuals who act as leaders themselves. Many have linked the individual's ability to lead with the inherent biological aspects of the leader, which is based on differences in the sexes of men and women. This then resulted in the emergence of the term gender inequality (sex of men and women) which then put women in an unfavorable condition, even though women are human resources whose number is far greater than men throughout the world.(Fitriani, 2015). In general, there are two leadership styles that are very distinctive and inherent in women, namely:

1. Masculine-feminine leadership
2. Transformational-transactional leadership

Basically women have the trait to be successful as a leader. In women there are things that stand out more if we compare them with men, which tend to be more patient, gentler, have empathy and be able to do multitasking at the same time. Women are also responsible and like to overcome challenges in their work. This challenge is usually the pinnacle of a woman's career(Fitriana & Cenni, 2021).

### **Indonesian Women's Leadership Conflict**

Women are always seen as not capable people because they are seen as having more emotional, irrational, and easily grumbling sides. A woman even faces obstacles not only because she will be promoted, women tend to encounter more obstacles at each level of their career journey(Junaedi, 2021). Here are some of the conflicts that you women will face when you become a company leader(GajiGesa, 2022):

1. Discrimination  
For a long time, the role of women was only considered to be a housewife. As a result, many see that women do not need to get higher education because in the end they will only take care of the family and tidy up the house. In addition, gender roles also build stereotypes that women are weak, emotional, have no skills, and so on. Thus, it is not uncommon for women to doubt their abilities in the world of work, especially in the formal sector. This stereotype eventually becomes a separate obstacle for women to develop their careers. This is related to the strong social norms that discriminate against women.
2. High expectations  
The number of female leaders in the company is still less than that of men. This inequality makes many people have high expectations of business women. The reason is, women are often expected to be like men who have a competitive, aggressive, and assertive attitude. This expectation is of course a big challenge for women.
3. Assessed unable to balance work with household affairs  
The conflict of female leaders is that they find it difficult to balance work and household matters. This stems from the notion that women have multiple roles as a mother, wife, child, as well as parent. The many roles often make women overwhelmed in 'dividing themselves'. While in office, women must commit to be a leader. Meanwhile, at home he has to take care of the household.

### **Sustainable organization**

An organization is a consciously coordinated social entity, with a relatively identifiable boundary, that works on a relatively continuous basis to achieve a common goal or set of goals.(Robbins, 1994). Meanwhile according to(Dewi & Harjoyo, 2019)Organization is a system of formal, structured and coordinated association of a group of people who work together to achieve certain goals.

A good organization is an organization that is sustainable. A sustainable organization is an organization that ensures that all production activities and processes take into account their social and environmental impacts. Organizations that act in accordance with an attitude of sustainability, not only help maintain prosperity and sustainability but also create organizations that are able to survive in various conditions and thrive in the long term. Organizational success in the long term requires sustainability practices that are truly pervasive in every organization(Kusumaputri, 2018).

## RESEARCH METHODS

The research method is basically a scientific way to obtain data with specific purposes and uses (Sugiyono, 2017). According to The purpose of this study is to obtain an objective explanation of the influence of the concept of ideal leadership and the concept of ideal gender equality in building sustainable organizations with Indonesian women's leadership patterns as intervening variables, so the researchers chose the type of research used is associative research strategy with a simple mix method approach quantitative methods and data source triangulation methods with interviews to ensure the results of quantitative data processing. The quantitative research method is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing established hypotheses (Sugiyono, 2017). The triangulation research method is a qualitative data processing technique, triangulation according to Sugiyono (2015) is defined as a technique that combines various data collection techniques and existing data sources. with the aim of exploring the truth of certain information by using various data sources such as documents, archives, interview results, in this case the researcher will use the results of the interviews. The population in this study are members who work in certain organizations with female leaders located in the industrial area of Bekasi Regency. Samples were obtained by Non Probability Sampling using Accidental Sampling. Accidental Sampling is a sampling technique based on coincidence, that is, anyone who meets the researcher by chance and can be used as a sample if the person is deemed suitable as a data source (Sugiyono, 2017). Because in this study using Smart PLS software which does not have a limited number of samples, the researchers determined the number of samples in this study as many as 50 respondents. Data collection was carried out using a questionnaire. According to Sugiyono (2017: 199) suggests a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. Activities in quantitative data analysis in this study were carried out by relying on Partial Least Square Analysis (PLS) aimed at helping researchers to obtain latent variables for predictive purposes (Ghozali 2014: 31). which is carried out in three stages, namely: 1. Outer Model Analysis, 2. Inner Model Analysis and 3. Hypothesis Testing, with the following explanation:

### 1. Outer Model Analysis

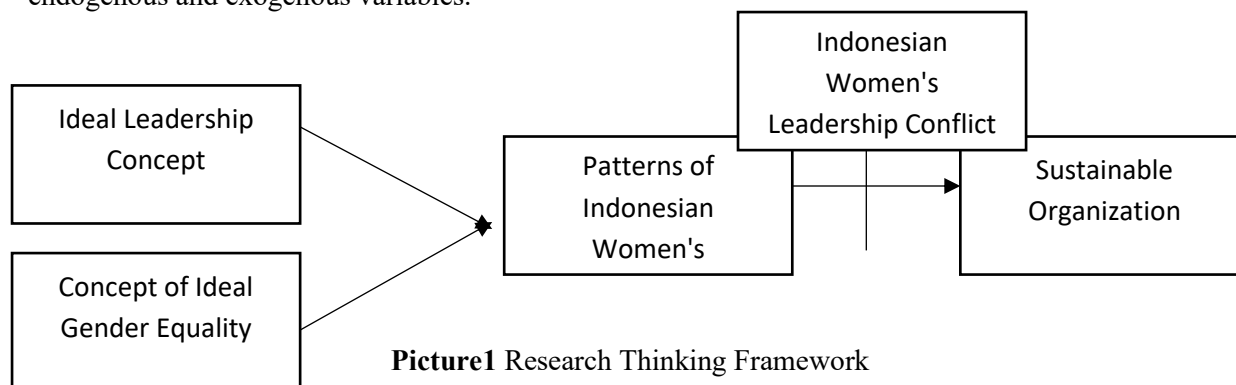
Evaluation of the measurement model or outer model is carried out to assess the validity or reliability of the model. Outer models with reflexive indicators are evaluated through convergent and discriminant validity of indicators forming latent constructs and composite reliability as well as Cronbach alpha for block indicators (Ghozali, 2015).

### 2. Inner Model Analysis

Inner model analysis is also known as structural model analysis, which aims to predict the relationship between latent variables (Ghozali, 2015).

### 3. Hypothesis testing

After conducting various evaluations, both the outer model and the inner model, the next step is to test the hypothesis. Hypothesis testing is used to explain the direction of the relationship between endogenous and exogenous variables.



**Picture1** Research Thinking Framework

## RESULTS AND DISCUSSION

This study aims to find out the opinions or perceptions of female workers in various companies located in Bekasi district regarding the influence of understanding the concept of ideal leadership and the concept of ideal gender equality on sustainable organizations with Indonesian female leadership patterns. Therefore in this study will use a Likert scale which aims to measure attitudes, opinions and perceptions of a group of people about social phenomena (Sugiyono: 2011).

Table 1. Likert Scale Measurement

Evaluation	Score
Strongly Agree (SS)	5
Agree (S)	4
Undecided (RR)	3
Disagree (TS)	2
Strongly disagree (STS)	1

Source: Sugiyono (2017)

The statistical method used to test the hypothesis in this study is Partial Least Square (PLS). PLS is an alternative method of analysis with Structural Equation Modeling (SEM) based on variance. The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples.

In Structural Equation Modeling, there are two types of models that are formed, namely the measurement model (outer model) and the structural model (inner model). The measurement model explains the proportion of variance for each manifest variable (indicator) that can be explained in the latent variable. Through the measurement model, it will be known which indicators are dominant in the formation of latent variables. After the measurement model for each latent variable is described, then the structural model is described which will examine the effect of each exogenous latent variable on the endogenous latent variable. In this study, there were 24 manifest variables and 4 latent variables, namely the concept of ideal leadership (X1) as measured by 5 manifest variables, the concept of ideal gender equality (X2) as measured by 5 manifest variables,

The tool used is the Smart PLS Version 4 program which is specifically designed to estimate structural equations on a variance basis. The latent construct is towards indicators which show that research uses reflective indicators that are relatively appropriate for measuring perceptions. The relationship to be studied (hypothesis) is denoted by an arrow between the constructs. The structural model in this study is shown in Figure 1. below:

### Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

*Convergent validity* From the measurement model with reflexive indicators, it can be seen from the correlation between the item/indicator score and the construct score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. Individual indicators are considered reliable if they have a correlation value above 0.70. The structural model in this study is shown in the following figure:

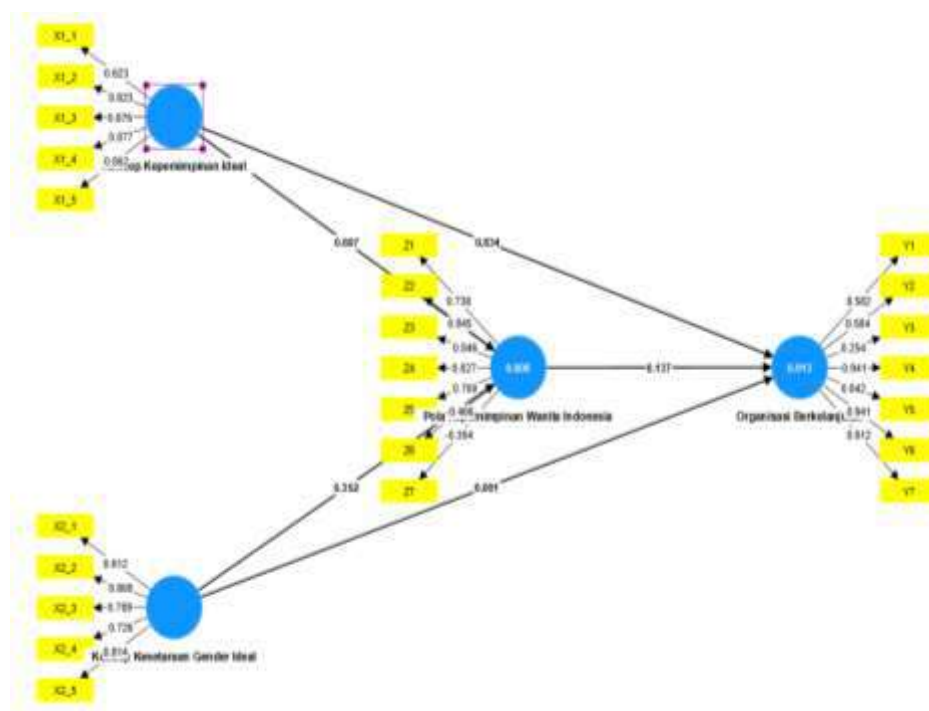


Figure 2. Output Outer Model – Step 1

Table 2. Output Outer Loadings – Step 1

	Ideal Leadership Concept (X1)	The Concept of Ideal Gender Equality (X2)	Sustainable Organization (Y)	Pattern of Indonesian Women's Leadership (Z)
X1_2	0.823			
X1_3	0.876			
X1_4	0.877			
X1_5	0.862			
X2_2		0.800		
X2_3		0.709		
X2_4		0.726		
X2_5		0.814		
Y4			0.941	
Y5			0.842	
Y6			0.941	
Y7			0.812	
Z1				0.738
Z2				0.845
Z3				0.846
Z4				0.827
Z5				0.700

In the first stage Outer loadings as shown in the diagram and table above, there are several indicators that have been removed, namely indicators X1.1, X2.1, Y1, Y2, Y3, Z6 and Z7 have a loading factor <0.7, meaning that these indicators are indicators that invalid. After re-calculation the PLS shows the following results:



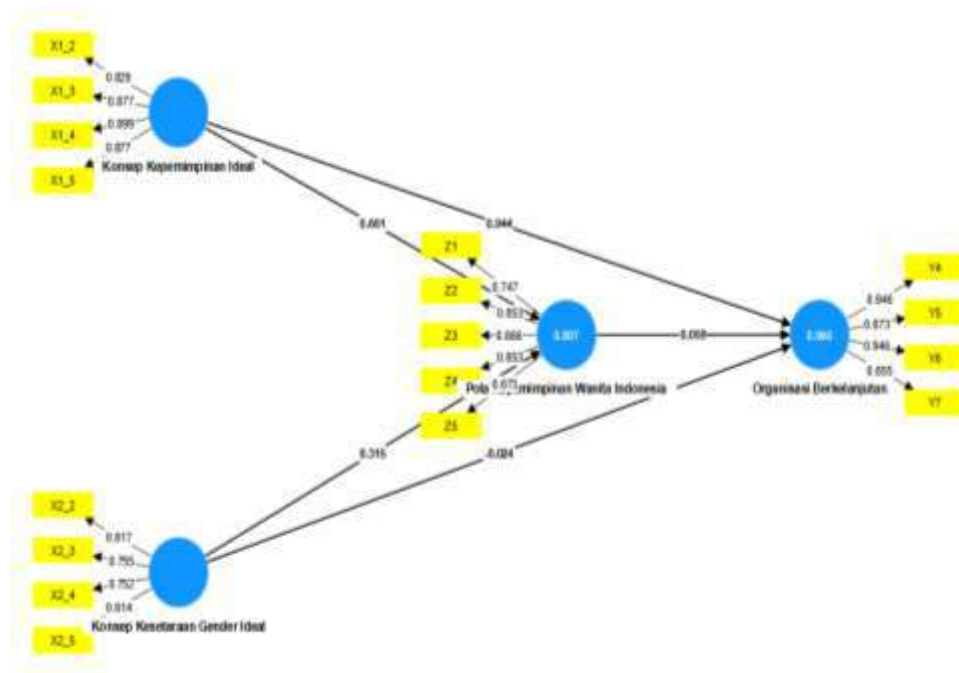


Figure 3. Output Outer Model – Step 2

Table 3. Output Outer Loadings – Step 2

	Ideal Leadership Concept (X <sub>1</sub> )	The Concept of Ideal Gender Equality (X <sub>2</sub> )	Sustainable Organization (Y)	Pattern of Indonesian Women's Leadership (Z)
X1_2	0.820			
X1_3	0.877			
X1_4	0.899			
X1_5	0.877			
X2_2		0.817		
X2_3		0.755		
X2_4		0.752		
X2_5		0.814		
Y4			0.946	
Y5			0.873	
Y6			0.946	
Y7			0.855	
Z1				0.747
Z2				0.853
Z3				0.866
Z4				0.853

For valid indicators, after removing invalid indicators, stage 2 (two) outer loading is carried out, and the results are according to the diagram above, all indicators, except for indicator Z5, have a loading factor > 0.70, meaning that all indicators are valid indicators for measure the construct.

Then do a discriminant validity test. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross loading value for each indicator:



Table 4. Output Discriminant Validity

	<b>Ideal Leadership Concept (X<sub>1</sub>)</b>	<b>The Concept of Ideal Gender Equality (X<sub>2</sub>)</b>	<b>Sustainable Organization (Y)</b>	<b>Pattern of Indonesian Women's Leadership (Z)</b>
X1_2	0.820	0.604	0.710	0.756
X1_3	0.877	0.505	0.873	0.703
X1_4	0.899	0.633	0.946	0.853
X1_5	0.877	0.528	0.855	0.688
X2_2	0.535	0.817	0.500	0.673
X2_3	0.515	0.755	0.509	0.577
X2_4	0.433	0.752	0.432	0.513
X2_5	0.561	0.814	0.554	0.570
Y4	0.899	0.633	0.946	0.853
Y5	0.877	0.505	0.873	0.703
Y6	0.899	0.633	0.946	0.853
Y7	0.877	0.528	0.855	0.688
Z1	0.606	0.506	0.561	0.747
Z2	0.672	0.556	0.658	0.853
Z3	0.688	0.473	0.681	0.866
Z4	0.899	0.633	0.946	0.853

Based on table 4 above, it states that there are several indicators on the research variables that have a smaller cross loading value compared to the cross loading values on other variables so that they must be known and observed further. Another way to measure discriminant validity is to look at the value of the square root of average variance extracted (AVE). The recommended value is above 0.5 for a good model.

The next test is the composite reliability of the indicator blocks that measure constructs. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at construct reliability or latent variables which are measured by looking at the Cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7.

The following describes the construct results for each variable, namely the concept of ideal leadership and ideal gender equality, patterns of Indonesian women's leadership and sustainable organizations with each variable and indicator. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table.

Table 5. Output Construct Reliability and Validity

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>	<b>Composite Reliability</b>	<b>Cronbach's Alpha</b>
<b>Ideal Leadership Concept (X<sub>1</sub>)</b>	<b>0.755</b>	<b>0.925</b>	<b>0.891</b>
<b>Concept of Ideal Gender Equality (X<sub>2</sub>)</b>	<b>0.617</b>	<b>0.865</b>	<b>0.793</b>
<b>Sustainable Organization (Y)</b>	<b>0.821</b>	<b>0.948</b>	<b>0.927</b>
<b>Pattern of Indonesian Women's Leadership (Z)</b>	<b>0.643</b>	<b>0.899</b>	<b>0.859</b>

Based on table 5 above, it shows that the Average Variance Extracted (AVE) for each variable is the concept of ideal leadership and ideal gender equality, the pattern of Indonesian women's leadership and sustainable organizations has a construct  $> 0.50$  meaning that all constructs are reliable. Thus it can be stated that each variable has high discriminant validity.

While it can be seen in table 4.4 above the composite reliability value of each variable shows a construct value  $> 0.60$ . These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above, the cronbach's alpha for each variable shows a construct value  $> 0.70$ , thus these results indicate that each research variable has met the requirements for the cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

So it can be concluded that the indicators used in this study have high discriminant validity in compiling their respective variables.

### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely: Coefficient of Determination ( $R^2$ ).

for value The coefficient of determination ( $R^2$ ) is based on data processing that has been done using the SmartPLS 4.0 program, the R Square value is obtained as follows:

Table 6. R Square Results

	R Square
<b>Sustainable Organization (Y)</b>	0.960
<b>Pattern of Indonesian Women's Leadership (Z)</b>	0.807

Based on table 6, it shows that the R Square value for the variable pattern of Indonesian women's leadership is 0.960. This achievement explains that the percentage of the pattern of Indonesian women's leadership is 80.7%. This means that the variable concept of ideal leadership and the concept of ideal gender equality influence the pattern of Indonesian women's leadership by 80.7% and the remaining 19.3% is influenced by other variables. Meanwhile, the R Square value for the sustainable organizational variable is 0.960. This achievement explains that the percentage of sustainable organizations is 96%. This means that the variables of the ideal leadership concept, the concept of ideal gender equality and the pattern of Indonesian women's leadership influence sustainable organizations by 96% and the remaining 4% are influenced by other variables.

### Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is  $> 1.96$  and the P-Values are  $< 0.05$ . The following are the results of the Path Coefficients of direct influence:

Table 7. Results of Path Coefficients (Direct Effect)

	Direct Influence (Direct Effects)	Parameter Coefficient	T-Statistics	P Values	Results
<b>H<sub>1</sub></b>	Concept of Ideal Leadership (X1) -> Pattern of Indonesian Women's Leadership (Z)	0.661	8.213	0.000	Accepted
<b>H<sub>2</sub></b>	Concept of Ideal Gender Equality (X2) -> Pattern of Indonesian Women's Leadership (Z)	0.315	3,290	<b>0.001</b>	Accepted
<b>H<sub>3</sub></b>	Concept of Ideal Leadership (X1) -> Sustainable Organization (Y)	0.944	16,322	<b>0.000</b>	Accepted

<b>H<sub>4</sub></b>	Concept of Ideal Gender Equality (X2) -> Sustainable Organization (Y)	-0.024	0.462	<b>0.644</b>	<b>Rejected</b>
<b>H<sub>5</sub></b>	Pattern of Indonesian Women's Leadership (Z) -> Sustainable Organization (Y)	0.059	0.796	<b>0.426</b>	<b>Rejected</b>

Based on the table above, it shows that of the five hypotheses that have a direct effect, there are 3 (three) hypotheses that are accepted because the T-Statistics value  $> 1.96$ , P-Values  $< 0.05$ , while the other 2 (two) hypotheses are rejected because the T-Statistics value is  $< 1.96$  and P-Values  $> 0.05$ . From the accepted hypothesis, H1 shows that the concept of ideal leadership directly has a positive and significant effect on Indonesian women's leadership, this is in line with the results of research (Jumiat S 2013) H2 shows that the concept of gender equality directly has a positive and significant effect on Indonesian women's leadership, this is in line with research (Febriana 2023). H3 shows that the concept of ideal leadership directly has a positive and significant impact on sustainable organizations, this is in accordance with research (Zaurah L 2021). From the rejected hypothesis H4 shows that the concept of ideal gender equality does not directly affect sustainable organizations, this is not in line with research (Giovani 2022) (Stephan 2009) And H5 shows that Indonesian women's leadership patterns do not directly affect sustainable organizations, p. this is not in line with research (Elena b et all 2021 )

Table 8. Results of Indirect Effects (Indirect Effects)

	Indirect Effect (Indirect Effect)	Parameter Coefficient	T-Statistics	P Values	Results
<b>H<sub>1</sub></b>	Concept of Ideal Leadership (X1) -> Sustainable Organization (Y)	0.039	0.782	<b>0.434</b>	<b>Rejected</b>
<b>H<sub>2</sub></b>	Concept of Ideal Gender Equality (X2) -> Sustainable Organization (Y)	0.018	0.728	<b>0.467</b>	<b>Rejected</b>

Based on the table above, it shows that the indirect influence hypothesis was rejected because the T-Statistics value was  $< 1.96$  and P-Values  $> 0.05$ .

### Triangulation of data sources

with the aim of ascertaining and digging up information obtained from the results of quantitative data processing, the researcher also conducted an interview approach to data sources with three participants who were the source of the research data, especially regarding their responses to the results of the hypotheses that were rejected either directly or indirectly. The following is a summary of the conclusions:

No	Participant 1	Participant 2	Participant 3	Conclusion
Direct Influence				
X2-Y	Don't agree	Don't agree	Don't agree	Don't agree
ZY	Agree	Neutral	Neutral	Neutral
Indirect influence				
X1-Y	Agree	Neutral	Neutral	Neutral

X2-Y	Don't agree	Don't agree	Neutral	Don't agree
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The following are the results of existing interviews:

1. Immediate effect

1. hypothesisThe Concept of Ideal Gender Equality (X2)→Sustainable Organization (Y)  
*"Basically the concept of ideal gender equality refers to an equal condition between men and women in the fulfillment of rights and obligations. When this ideal concept is properly implemented, of course this will contribute to a sustainable organization."*
2. Pattern of Indonesian Women's Leadership (Z)→Sustainable Organization (Y)  
*"The leadership pattern of each person, both male and female, will definitely be different both from the style of leadership and where this leadership pattern is applied so whether the pattern of female leadership that is applied can support organizational sustainability, the answer is definitely not certain."*

2. Indirect influence

1. Concept of Ideal Leadership (X1)→Sustainable Organization (Y)

*"This answer is almost the same as the answer to denying the direct influence of the concept of ideal gender equality on sustainable organizations. Because ideally leadership is not determined by gender, but how can that person act as an ideal leader to become a good leader that supports organizational sustainability."*

3. The Concept of Ideal Gender Equality (X2)→Sustainable Organization (Y)

*"This answer is almost the same as the answer to the rejection of the direct influence of Indonesian women's leadership on sustainable organizations. Because the ideal gender concept is not determined by gender, when men or women understand the ideal gender concept and can work together, this will support a sustainable organization."*

## CONCLUSION

The researcher found that there was a positive and significant influence on the concept of ideal leadership and the concept of ideal gender equality with women's leadership. The pattern of female leadership has no direct effect on sustainable organizations. This study also found that the pattern of female leadership has not been able to mediate the concept of ideal leadership and the concept of ideal gender in building a sustainable organization. Although the number of women in Bekasi Regency who occupy strategic positions is still not maximized, and the pattern of female leadership in this study has not been able to mediate the concept of ideal leadership and the concept of ideal gender in building sustainable organizations in this study population,

## SUGGESTION

Taking into account the research findings and the reconfirmation interviews of several participants, the researcher suggests that the ideal concept of leadership and the ideal concept of gender equality in an organization must be given attention in a positive sense. Women and men both have strengths and weaknesses, and if this ideal concept is implemented as well as possible, the combination of female and male leadership patterns can collaborate and contribute to the sustainability of the organization.

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