

The Influence of Women's Leadership and Communication on the Performance of Aviation Security Employees Abdurachman Saleh

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Abstract

The purpose of this research is to ascertain how women's leadership and communication skills affect the work of aviation security employees at Abdurachman Saleh Airport. This study employed survey research, which takes a quantitative approach to its methodology. Saturated sampling was the method of sampling. Data was obtained by distributing questionnaires about Women's Leadership, communication and employee performance to 54 respondents. The results of the research partially (t-test) are: Women's Leadership (x1) has no partial effect on the performance of Aviation Security employees at Abdurachman Saleh Airport. Communication (X2) partially affects the performance of Aviation Security employees at Abdurachman Saleh Airport. (F test) shows that all variables of Women's Leadership and Communication together have a positive effect on employee performance (Y). The dominant variable of this study is Communication.

Keywords: Women's Leadership, Communication and Employee Performance.

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Introduction

Employees are crucial to an organization's success in reaching its objectives. Employees are human resources who are directly ordered by superiors to carry out work and develop existing goals within the organization and receive compensation in the form of money. An organization's growth and development are significantly influenced by its human resources (Harnani, Widarni, & Bawono, 2022). Kiswanto (2010) asserts that proper and competent management of the organization's human resources is necessary to ensure excellent work performance and the effective and efficient achievement of organizational objectives.

Leadership is one of the many variables that affect an employee's performance. Leadership and communication are two elements that have an impact on employee performance and may either boost or diminish it (Rahyono, 2021). Apart from leadership, another factor that also influences performance is communication. Communication is the process of conveying information to other people in the form of ideas, facts, feelings and values. Good communication competence between employees can obtain and develop the tasks they carry out so that the company's performance level increases or vice versa. Female leaders and male leaders communicate in different ways, but what is important is that what a leader conveys can be understood by employees and convey their aims and objectives (Aririguzoh, 2022).

Over time, the number of women in the field of leadership has increased and brought significant changes to society. One strong piece of evidence is growing academics to conduct studies on women leaders. So, views will emerge that explain how women can lead organizations (Musoli, 2021). Now, women can also become leaders and make a good contribution to an organization. This is evident from the fact that women can now do tasks that were formerly performed exclusively by males. For example security officers, drivers, pilots, engineers, school principals, racers and so on (Aririguzoh, 2022).

UPT PJK Abdulrachman Saleh there was no gender discrimination in terms of appointment to positions or positions. The number of female employees is fewer than male employees, but this does not prevent female employees from pursuing a career and honing their skills. This was proven by the Head of UPT PJK Abdulrachman Saleh appointing 2 women as squad commanders in the Aviation Security unit at Abdulrachman Saleh Airport. In fact, the Avsec team led by women is able to become a solid team in resolving various problems that occur in the field/passenger inspection route. The achievement achieved by one of the female team commanders was "As an Exemplary Team Commander". Behind the creation of a solid team, of course, there is teamwork and good communication between members and their team commanders. Without communication, the team will not achieve the goals that have been set together (Sari, Hariyanto, & Moonlight, 2023). Behind the achievements and leadership of female squad commanders, several employees have raised questions and doubts regarding leadership. It turns out that there are still employees who think that female leaders are slow, incompetent and also too carried away in solving problems that occur on the passenger screening route. According to earlier study by Bahri et al. (2022), women's leadership in the Panji Subdistrict Office, Kutai Kartanegara Regency, significantly affects staff performance.

Mustikasari et al. (2020) conducted research at the Regent's Office in Jember Regency on the impact of organizational culture, gender equality, female leadership, and communication on employee performance. The findings indicate that these factors significantly affect employee performance. However, other prior research, such as that done by Waworuntu et al. (2020) on the impact of women's leadership style and women's communication on the performance of PT employees Adhikarya Chas Gas Manado, indicates that women's communication does not always have a significant effect on employee performance. This research shows that women's communication does not have a significant effect on employee performance. This difference is caused by different forms of work. Based on background and previous research. So researchers are interested in conducting research at Abdulrachman Saleh Airport. Female leadership in the Avsec Unit needs to be appointed because in this Unit female employees are a minority and only two people have personnel competency letters as a supervisor or squad commander. The focus of this research is entitled "The Influence of Women's Leadership and Women's Communication on the Performance of Aviation Security Employees at Abdulrachman Saleh Airport, Malang". The purpose of this study is to ascertain how women's communication and leadership styles affect aviation security employees performance at Abdulrachman Saleh Airport.

Literature Review

Performance

Employee performance, according to Shaleh (2018), is essentially the outcome of an employee's work during a certain time period in comparison to numerous alternatives, such as standards, objectives, aims, or criteria that have been decided upon in advance and have been mutually agreed upon. Performance is what workers display as their accomplishment. This is the outcome of completing the tasks given to you depending on your ability, experience, seriousness, and free time. From the aforementioned definitions, it can be inferred that an employee's performance is determined by how well they accomplish their given obligations while carrying out activities. Enhancing performance enables the given task to be completed more quickly and in line with the established objectives.

Women's Leadership

In principle, women's leadership is a real reality whose success cannot be separated from the role of men. In general, women are more diligent and trustworthy in holding important positions. In general, women's leadership styles are divided into two, namely feminine-masculine leadership styles and transformational-transactional leadership styles (Hartanto, 2021). Leadership indicators according to Kartono (in Utomo, 2021) are analytical ability, communication skills, courage, listening ability and assertiveness.

Communication

Communication is the process of conveying information to other people in the form of ideas, facts, feelings and values. Good communication competence between employees can obtain and develop the tasks they carry out so that the company's performance level increases or vice versa. According to Sutardji (in Kusdianto, 2022) the capacity to closely comprehend the communicator's intended meaning of a communication. Mutual understanding is the aim of communication, and in order to accomplish this, both the communicator and the communicant need to be aware of each other's roles. The communication process not only succeeded in conveying the message, it also happened in a setting that was comfortable for both parties. An environment that is happier and more laid back encourages interaction more than one that is stressful. due to the flexibility of communication. It will make an intriguing impact in such a setting. Communication's goal is to change people's attitudes. If behavior changes through communication with other people then the communication that takes place there is effective, but if the person's attitude does not change then the communication that takes place is not effective. Involuntarily, the degree of interpersonal interactions rises throughout the process of successful communication. If persons are cognitively similar, then, similar personalities, are compatible, then a good relationship will be created by itself. Communication will run well if the sender and recipient of information take action after communicating.

Hypothesis

Based on the background description, problem formulation and conceptual framework, the hypothesis in this research is:

H1. Women's leadership has a partial impact on the work of aviation security staff at Abdulrachman Saleh Airport.

H2. At Abdulrachman Saleh Airport, there is a partial relationship between communication and the performance of the aviation security staff.

H3. Women's leadership and communication have an impact on aviation security employees' performance at Abdulrachman Saleh Airport simultaneously.

H4. At Abdulrachman Saleh Airport, communication has the most impact on aviation security staff performance.

Research Methods

The survey research method uses a quantitative approach. Methods of survey research are used to collect data from non-artificial (natural) sources, in collecting research data by distributing questionnaires, tests, interviews and so on Sugiyono (2019:15). In this study, the method of gathering data is by the distribution of questionnaires. The study's population included aviation security workers from Abdulrachman Saleh Airport, and 54 employees who made up the study's sample. Sampling used a saturated sampling technique, where the entire population was used as a sample.

Research Results and Discussion

Validity test

The validity test was tested on 54 correspondents. The criteria for this test are if the sig.(2-tailed) value is <0.05 and the Pearson correlation is positive, then the questionnaire item is valid and if the sig.(2-tailed) value is <0.05 then the questionnaire item is invalid.

Table 1. Validity Test Results for the Women's Leadership Variable

Question Items	Pearson Correlation	.Sig (2-tailed) and information
1	0.508	0.000 (valid)
2	0.606	0.000 (valid)
3	0.623	0.000 (valid)
4	0.639	0.000 (valid)
5	0.726	0.000 (valid)

The findings of the Women's Leadership variable (X1) validity test indicate that there is a statistically significant Pearson correlation between each statement in the measuring tool and the variable under investigation. Statement 1 has a Pearson correlation of 0.508 with a significance value (Sig) of 0.000. Statement 1 and the Women's Leadership variable have a strong positive association, as shown by a substantial correlation value. The same thing can also be observed in statement 2 with a Pearson correlation of 0.606 and a Sig value of 0.000, indicating a strong and significant correlation between statement 2 and the Women's Leadership variable. Statements 3, 4, and 5 also show similar results, with Pearson correlations of 0.623, 0.639, and 0.726 respectively, and Sig values of 0.000 for all three.

Table 2. Validity Test Results for Communication Variables

Question items	Pearson Correlation	.Sig (2-tailed) and information
1	0.687	0.000 (valid)

2	0.759	0.000 (valid)
3	0.547	0.000 (valid)
4	0.598	0.000 (valid)
5	0.762	0.000 (valid)

Statement 1 has a Pearson correlation of 0.687 with a significance level (Sig) of 0.000. The significant positive association between the factors studied and Communication is shown by this high correlation value. Likewise with statement 2, which shows a correlation of 0.759 and a Sig of 0.000, indicating a strong and significant relationship. Statement 3 shows a Pearson correlation of 0.547 with a significance level of 0.000. Even though this correlation value is slightly lower compared to the previous statement, it still shows a positive and significant relationship. Statement 4 has a correlation of 0.598 with Sig 0.000, confirming the continuity of previous findings which show a positive and significant relationship. Meanwhile, statement 5 shows the highest Pearson correlation of 0.762 with a significance level of 0.000, indicating a very strong and significant positive relationship.

Table 3. Performance Variable Validity Test Results

Question items	Pearson Correlation	.Sig (2-tailed) and information
1	0.607	0.000 (valid)
2	0.490	0.000 (valid)
3	0.577	0.000 (valid)
4	0.695	0.000 (valid)
5	0.456	0.000 (valid)
6	0.442	0.000 (valid)
7	0.478	0.000 (valid)
8	0.456	0.000 (valid)

Because there is a substantial connection between this variable and the employee performance variable (Y), it is possible to deduce from the above table that the employee performance variable as a whole is legitimate. This validity shows that the instrument used in this research is able to measure employee performance well.

Reliability Test

Table 4. Reliability Test Results

Variable	Cronbach's Alpha
Women's Leadership	0.601
Communication	0.693
Performance	0.618

Normality test

Normality test results using the Kolmogorov-Smirnov method evaluate whether the measured data follows a normal distribution or not. In this research, the Asymp value was found. Sig. (2-tailed) of 0.200. This value compares with a significance threshold of 0.05. If the significance value is greater than 0.05, then the data is considered to meet the assumption of normality or

normal distribution. In this context, the value 0.200 is greater than this threshold. This indicates that there is not enough evidence to reject the assumption that the data is normally distributed. So, the conclusion that can be drawn is that the data is most likely normally distributed.

Multicollinearity Test

The results of the multicollinearity test in this study showed that there were no multicollinearity problems in the model used. Multicollinearity measurements are carried out by paying attention to tolerance values and Variance Inflation Factor (VIF). The tolerance value obtained was 0.952, exceeding the limit of 0.10, this suggests that the independent variables do not exhibit multicollinearity.

Table 5. Multicollinear Test Results

Variable	Tolerance	VIF
Women's Leadership (X1)	0.952	1.051
Communication (X2)	0.952	1.051

Heteroscedasticity test

The results of the heteroscedasticity test are important to check whether the variability of the regression model error is uneven or inconsistent. If the significance value (Sig) between the independent variable and the absolute residual is greater than 0.05, it can be concluded that there is no heteroscedasticity problem. In the case of measuring the variables Women's Leadership (X1) and Communication (X2), the significance value (.Sig) for both is 0.274 and 0.700 respectively. Both values are greater than the limit value of 0.05 which is set as a reference for determining the presence of heteroscedasticity. Therefore, from the perspective of the heteroscedasticity test, there is no indication that the regression model experiences heteroscedasticity problems in the Women's Leadership (X1) or Communication (X2) variables.

Multiple Regression Analysis Test

The multiple linear regression equation's results may be derived as follows based on the study findings:

$$Y = 20.352 + 0.265X_1 + 0.390X_2$$

The constant of 20.352 indicates that without Women's Leadership and Communication, the Performance of employees will remain at 20.352. The Regression value of 0.265X₁ (positive) means that if the variable Women's Leadership (X₁) increases by 1 unit with the assumption that the variable Communication (X₂) is constant, then the Performance of Employees (Y) will increase by 0.390 units. The Regression value of 0.390X₂ (positive) means that if the variable Communication (X₂) increases by 1 unit with the assumption that the variable Women's Leadership (X₁) is constant, the Employee Performance (Y) will rise by 0.265 units.

t test

From the research measurement results, the t table value was 1.67469. So the result obtained is that the calculated t value for the Women's Leadership Variable (X₁) is 1.622 < t table, and its significance (0.111) is greater than 0.05. This shows that Women's Leadership (X₁) does not

have a significant partial influence on Performance, so H_0 is accepted and H_a is rejected for this variable. The computed t value for Variable Communication (X2) was 2.743, higher than the t table value of 1.674, suggesting a strong impact of Variable Communication (X2) on employee performance.

Test f

The purpose of this study's F test findings is to evaluate how women's leadership (X1) and communication (X2) together affect employee performance. The testing criteria state that H_a is rejected and H_0 is approved if the computed f value is less than table f. H_a is approved and H_0 is refused if the computed f value is greater than the f table. From the research measurement results, an F table value of 3.18 was obtained. Meanwhile, the calculated F value for the variables Women's Leadership (X1) and Communication (X2) is 6.357, which is clearly greater than the F table. It can be concluded that H_0 is rejected and H_a is accepted. This identifies that Women's Leadership and Communication together influence employee performance.

Dominance Test

Data analysis findings indicate that in the dominant test with hypothetical assumptions, the Standardized Coefficient Beta Women's Leadership (X1) value was 0.208, while the Standardized Coefficient Beta Communication (X2) was 0.352. In interpretation, if Standardized Coefficient Beta $X_1 < X_2$, then Variable Communication is considered to contribute dominantly to employee performance compared to Variable Women's Leadership.

Coefficient of Determination (R^2)

The data analysis findings reveal that the Adjusted R Square value is 0.168, meaning that women's leadership and communication in the data test can account for around 16.8% of the difference in employee performance. Even though this value is not close to one, suggesting that women's leadership and communication cannot account for all of the variation in employee performance, they still make a significant contribution of 16.8%. These two independent variables provide some contribution in explaining variations in employee performance at Abdurachman Saleh Airport.

Discussion

The Influence of Women's Leadership on Performance.

Previous study has shown various findings different results on the impact of women's leadership on staff performance within the context of aviation security at Abdurachman Saleh Airport. The study's findings indicate that employee performance is not significantly impacted by the women's leadership variable. There are several possibilities that could underlie these results. First, the importance of leadership in creating measurable influence may not be limited to the gender of the leader, but rather to the leadership style applied. For example, the managerial approaches and strategies used by female leaders may not be exclusively related to the direct performance outcomes of employees in aviation security units. Factors such as communication methods,

decision making, or broader leadership style can play a more important role than the gender of the leader. In addition, the organizational context or work environment can also be a factor that influences these results. There may be unique dynamics in the world of work, such as a strong work culture, a unique organizational structure, or any specific outside variables that may mask the impact of women's leadership on worker performance. An established work environment or certain traditions that underlie work processes can also be factors that reduce the direct impact of women's leadership on performance.

The Influence of Communication on Performance.

Research at Abdulrachman Saleh Airport focuses on the impact of women's leadership and communication on worker performance in the area of aviation security, and the results are noteworthy. The results of the studies conducted indicate a significant relationship between employee performance and communication. In the aviation security unit at Abdulrachman Saleh Airport, clear communication between leaders and employees is very important. This condition assumes a crucial role in conveying security protocols, operational procedures and policies related to aviation security. When communication is well established, employees have a deep and precise understanding of their duties, which in turn can reduce the risk of security incidents. Thus, the positive influence of Communication on employee performance in the field of aviation security not only strengthens the relationship between leaders and employees, but also strengthens the foundation needed to maintain security and service quality at Abdulrachman Saleh Airport.

Conclusions and recommendations

The combined impact of female leadership and communication skills on worker performance is noteworthy. This implies that worker performance will increase with the implementation of women's leadership and communication. Partially, however, female leadership has no impact on worker performance; only communication does. This shows that communication is a more dominant factor in influencing employee performance than female leadership. Therefore, researchers recommend that airport management improve the quality of communication between employees and leaders, as well as provide training and guidance to female leaders in order to improve the performance of aviation security employees. Future researchers who will carry out the same research can develop the research they want to research and focus more on what is being researched. In addition include other factors like work environment, remuneration, work ethic, and wage variables that may have an impact on employee performance, so that later the research results obtained can be used as a comparison for this research.

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