



# Effect of Leadership Style and Leader Gender on Employee Performance

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## ABSTRACT

Several previous research found that leadership style had a positive influence on employee performance, while the gender of the leader had no influence. Recently, there has been no research conducted to examine the effect of leadership style and leader gender on employee performance in a semi-military environment, where military leaders are often seen as having a distinctive leadership style. This research aims to determine whether the leadership style and gender of the leader influence the performance of employees in the Military Court III-12 Surabaya. This research was conducted through a quantitative approach. Respondents are the population of the Military Court III-12 Surabaya. The results of the study indicate that the leadership style and gender of the leader have a positive effect on employee performance.

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## INTRODUCTION

Leadership is a subject that has attracted the interest of many researchers since ancient times. The term general leadership is associated with a picture of a strong and dynamic individual, who is able to lead troops to victory (Yukl, 2013). There are several studies on leadership style and gender that have been conducted. In previous studies, several references were obtained regarding the influence of leadership style and leader gender on employee performance. Soelistyoningrum's research (2017) found that gender partially does not have a significant effect on employee performance. The leadership style variable partially has a significant influence on employee performance. Soelistyoningrum's research strengthens the results of Widiastuti's research (2010) which states that leadership style has a significant effect on organizational productivity. While the gender of the leader has no significant effect on organizational productivity. Rusman (2016) found that leadership style has a positive effect on performance. Furthermore, Rusman found that the leadership style and gender of the leader encourage increased performance.

Referring to the two studies that have been conducted above, it was found that leadership style has a significant influence on employee performance. However, the findings on the gender roles of leaders have differences where in Soelistyoningrum's research gender does not have a

significant effect on performance, while Rusman's findings state that gender strengthens leadership styles.

The existence of these different findings, including differences in the population in which the variables were tested, prompts the question of how leadership style and leader gender influence the performance of employees in a semi-military environment. In this case, what is meant by semi-military is an organization whose employees consist mostly of military personnel but the organization itself is outside the TNI structure. Will the variables that have been tested previously give the same results or will they give different results if these variables are tested in a military environment.

The military environment is a very different population from the population from which the two previous studies sampled. From the results of literature searches and research in the last 5 years in Indonesia, no research has been found that discusses the influence of leadership style and leader gender on the performance of employees in a semi-military environment.

The military leadership style is identical to the command system, implying a rigid leadership style. Doctrination is one of the systems commonly used in the military environment to instill values and behavior in military personnel. The existence of this doctrine gives the impression that every task given to military personnel will be carried out, so the assumption arises that the performance target will also be achieved. The burden of duty and physical forging raises the assessment that men are more capable of leading in the military environment than women. This phenomenon is interesting to be researched and tested to see whether the leadership style and gender of leaders in the military environment will have the same effect on employee performance as the two previous studies, or will give completely different results.

To be able to answer and describe the above phenomenon, a research was conducted on the influence of leadership style and gender of the leader on the performance of employees in the Military Court III-12 Surabaya. The Military Court III-12 Surabaya is not purely a military institution, because the Military Court III-12 Surabaya is outside the TNI structure. Military Court III-12 Surabaya is under the Supreme Court of the Republic of Indonesia. However, most of its employees consist of military personnel, especially the top leadership. The Chief and Deputy Chief Justice of the Court are military personnel. Other military personnel sit as functional and staff officers. In addition to military personnel, there are also employees with the status of civil servants and PPNPN. Civil servants occupy positions as structural officers and staff. PPNPN is a contract employee.

Based on the description above, the purpose of this study is to see the influence of leadership style and gender of the leader on the performance of employees serving in the Military Court III-12 Surabaya. The results of this study are expected to provide theoretical and practical contributions. The theoretical contribution can be used as learning material about the influence of leadership style and leader gender on employee performance, especially in a semi-military environment, and can strengthen the results of research that has been done previously. The practical contribution is that it can be used as reference material in arranging the appropriate placement of leaders at the Military Court III-12 Surabaya or in other military courts in Indonesia.

Jama (2017) cites several expert opinions on leadership styles which consist of transformational, democratic, autocratic and transactional leadership styles. Transformational leadership style refers to the process of influencing by leaders to change their subordinates about what is important, and then moving them to see themselves and their environment in a new way. The democratic leadership style encourages shared decision making between the leader and the group. Autocratic leadership style describes authority centered on the leader where decisions are enforced using rewards and fear of punishment. The transactional style focuses on everything in explicit and implicit contractual relationships.

In many studies, researchers define leadership according to their respective perspectives and from the point of view of the phenomena that most interest them. Most definitions of leadership describe the view that leadership involves a process by which deliberate influence is exerted on

others to guide, direct, and facilitate activities and relationships within the organization. Most theories about effective leadership focus on the behaviors used by leaders to directly influence their subordinates. However, a leader can also influence other people in the organization, in addition to his direct subordinates, including co-workers, superiors, and other people (Yukl, 2013).

Every leader basically has a different behavior in influencing and directing his subordinates. This behavior is known as leadership style. Leadership style describes the way a leader influences his subordinates. This style is raised in the form of patterns of attitude, behavior and personality (Soelistyoningrum, 2017). Referring to the definition above, this study defines leadership style as a leader's behavior that is carried out consistently to influence, guide and direct his followers.

Gender issues give rise to various understandings and responses that are less balanced among the community. One of the factors that influence the inequality of views on gender is the existence of various different interpretations of the notion of gender. The issue of gender equality triggers the emergence of unequal judgments between men and women (Setyorini, 2018).

In terms, gender is defined as a cultural concept of men and women. Gender is different from gender. The term gender is used to distinguish the roles, behaviors, mentalities, and characteristics of men and women that are generally accepted in society. So it can be understood that gender is a trait used to identify and distinguish between men and women from a socio-cultural perspective (Rokhmansyah, 2016).

According to Laner (2000), gender is a social term. This term refers to the designation of characteristics assigned or agreed upon by social groups to describe gender. Maheasy (2022) argues that gender is a classification of social attitudes and behavior to identify differences between men and women based on social, cultural, scientific, geographical and belief backgrounds. Thus, gender is the result of an agreement between humans that is not natural. The definition of gender can be different based on differences in places or differences in the time in which the term is used.

Al-Shamrani (2013) quotes the definition of gender in leadership theory and practice which refers to the term feminine and masculine character. In other terms it is stated that it is common to associate gender roles when studying the relationship between leadership and gender. For example, feminine traits are associated with relationship-oriented, participatory and transformational leadership styles. The masculine character is associated with task-oriented, directive and transactional leadership styles.

Referring to the definition above, this study defines leader gender as the characteristics, roles and behaviors of leaders, both male and female. Noe et al. (2011) defines performance as an employee's activity or work that contributes to the achievement of organizational goals. The effectiveness of performance is determined by several criteria, namely: (1) the type of employee behavior and attitudes that support the strategy, goals, and organizational culture; (2) the validity of the performance measurement tool.

In an organization, the amount of performance must be equal to the strategic plan of the organization that is prepared. This means that each employee has a performance contribution that is jointly used to achieve organizational goals. Therefore, each employee's performance on their important job duties should be measured and compared to appropriate standards. Furthermore, the measurement results are communicated to employees (Mathis & Jackson, 2007).

Referring to the definition above, this study defines employee performance as employee attitudes and behaviors that contribute to the achievement of organizational goals. Leadership is defined as the ability of the leader or superior in providing encouragement to subordinates to work well, confidently and enthusiastically. Leadership can be defined as the capacity to influence the realization of group goals. Leaders are required to develop a vision of the future, and motivate organizational members to want to achieve the vision and improve performance (Iqbal et al., 2015).

Makambe et al., (2020), Prayogi & Lesmana (2021), Rifa'i et al. (2019), and Sasingkelo et al. (2016) show that leadership style has a positive effect on employee performance. Based on the

description above, it can be understood that leadership style is one of the variables that can encourage increased performance.

H1: Leadership style has a positive effect on performance.

Nurmayanti et al. (2021) examined the concept of leader role suitability in terms of gender. The results of his research state that female leaders can lead as effectively as male leaders, and sometimes female leaders are more effective in leading than male leaders. In line with Nurmayanti's research, Hilal (2015) found that people agree that female leadership is as effective as male leadership.

Returning to the definition of gender in this study, gender is used to refer to the behavior of both male and female leaders. While the two previous studies showed the findings of the influence of leadership style on female leaders, Christian's research (2017) found that the gender of the leader, without referring to either gender, has a significant effect on employee performance. Based on the description above, it is found that gender has an influence on employee performance.

H2: Gender leader has a positive effect on employee performance.

## RESEARCH METHOD

This study uses a quantitative approach. The method used is a survey with a questionnaire instrument. Sources of data used are primary data that comes directly from survey respondents. Survey questionnaires were given directly to respondents in hardcopy form. Determination of research subjects using purposive sampling technique, where respondents as sources of information have been determined, namely employees who serve in the Military Court III-12 Surabaya. The number of employees serving at the Military Court III-12 Surabaya is 41 people (not counting the Head and Deputy Chief). Referring to the opinion of Siyoto & Sodik (2015) which states that the validity of the findings using the survey method will be achieved if the number of respondents is sufficient, then the subjects involved as respondents in this study are the entire population at the Military Court III-12 Surabaya.

There are three variables to be analyzed, namely leadership style, leader gender and employee performance. Variables are objects that are the center of attention or what will be measured in a study (Winarno, 2002). In this study, the variables of leadership style and gender of the leader are independent variables, while employee performance is the dependent variable.

To measure the independent and dependent variables, a questionnaire containing 18 statements related to each variable was given. The questionnaire is closed in which respondents are asked to choose one of 5 alternative answers that have been provided. Leadership style, leader gender and employee performance are each measured through 6 statements. The answers to the questionnaire were then assessed using a 5 Likert scale.

## RESULTS AND DISCUSSIONS

A total of 41 questionnaires were distributed to employees within the Military Court III-12 Surabaya. The number of these questionnaires corresponds to the number of employees who are in active service when the questionnaires are distributed. Of the 41 questionnaires distributed, all of them were returned, so that a response rate of 100% was obtained. Table 1 shows the respondent's data. The survey data were processed using multiple linear regression with SPSS software.

### Characteristics of Respondents

The data in table 1 shows the characteristics of the respondents. The majority of respondents' data refers to the male gender (78.05%). Respondents are in the age range of 36-55 years (63.59%) with an undergraduate education level (34.15%) and have worked for 11-20 years (36.59%).

Table 1. Respondent Data

No	Category	Total	Percentage (%)
1	Jenis Kelamin		
	Man	32	78,05

No	Category	Total	Percentage (%)
	Woman	9	21,95
2	Age		
	20-35	15	36,59
	36-55	26	63,41
3	Education		
	SMA	18	43,90
	D3	1	02,44
	S1	14	34,15
	S2	8	19,51
4	Length of work		
	< 5 Year	7	17,07
	5-10 Year	9	21,95
	11-20 Year	15	36,59
	≥ 21 Year	10	24,39

### Measurement Model

The data in this study were processed with the help of SPSS software (Statistical Product and Service Solutions) version 20. Through this software, validity, reliability, correlation and regression tests will be carried out.

### Validity Test

Table 2. Validity Test

Variable	Item	Nilai Korelasi ( $r_{hitung}$ )	r tabel	Information
Leadership Style	GK1	0,463	0,308	Valid
	GK2	0,575		Valid
	GK3	0,541		Valid
	GK4	0,459		Valid
	GK5	0,716		Valid
	GK6	0,606		Valid
Leader Gender	GP1	0,520	0,308	Valid
	GP2	0,562		Valid
	GP3	0,682		Valid
	GP4	0,757		Valid
	GP5	0,737		Valid
	GP6	0,717		Valid
Employee Performance	KP1	0,687	0,308	Valid
	KP2	0,684		Valid
	KP3	0,749		Valid
	KP4	0,780		Valid
	KP5	0,650		Valid
	KP6	0,608		Valid

From table 2 it can be seen that the items in the questionnaire used to measure the variables of leadership style, leader gender and employee performance are declared valid. If the validity test has declared valid, then it can be continued to the reliability test.

### Reability Test

Table 3. Reability test

Variable	Cronbach's Alpha	Information
Leadership Style	0,557	Reliabel
Leader Gender	0,735	Reliabel
Employee Performance	0,749	Reliabel

From table 3 it is known that Cronbach's alpha value of leadership style is close to 0.06. It can be stated that the reliability is acceptable. The Cronbach's alpha value of the leader's gender and employee performance is above 0.6 so it can be stated that the reliability is good.

Once it is known that the instrument used is valid and reliable, then the data processing can proceed to the correlation test and regression test.

### Correlation Test

Table 4. Correlation Test

	Leadership Style	Leader Gender
Employee Performance	0,345	0,338

As shown in table 4, it can be seen that the correlation coefficient of leadership style on employee performance is 0.345. This correlation coefficient is at a low level. This means that leadership style has a weak relationship with employee performance. The correlation coefficient of the leader's gender on employee performance is 0.338. This correlation coefficient is also at a low level. That is, the gender of the leader has a weak relationship with employee performance.

Based on the results of this correlation test, it is known that leadership style and leader gender have a weak relationship with employee performance. This means that a change in the leadership style and/or gender of the leader will only have a small effect on employee performance.

### Regression Test

Table 5. Regression Test

	Leadership Style	Leader Gender
B	0,425	0,347
R <sup>2</sup>	0,119	0,115
p-value	0,027	0,030

The calculation results from the t test are then compared with the t table value. In this study, to make it easier to see the value of t table, the probability value (p-value) is used. The independent variable is declared to have an influence on the dependent variable if the p value < 0.05.

From table 5, the R square value for leadership style is 0.119. This value indicates that the ability of leadership style only affects 11.9% of employee performance. The remaining 88.1% indicates that employee performance is influenced by other variables outside of leadership style. The value of 0.425 indicates a positive value, while the p value of 0.027 (less than 0.05) indicates that leadership style affects employee performance. Therefore, the first hypothesis which states that there is a positive influence of leadership style on employee performance is acceptable.

The value of R square for the gender of the leader is 0.115. This value shows that the leader's gender ability only affects 11.5% of employee performance. The remaining 88.5% indicates that employee performance is influenced by other variables outside of the leader's gender. The value of 0.347 indicates a positive value, while the p value of 0.030 (less than 0.05) indicates that the leader's gender affects employee performance. Therefore, the second hypothesis which states that there is a positive influence of leader gender on employee performance can be accepted.

From the overall research results obtained, the analysis that can be done is that in the Military Court III-12 Surabaya, which is described as a semi-military environment, leadership style and gender of the leader have a positive effect on employee performance. However, this effect is weak and less significant. This finding can be related to the description in the background of the research which states that doctrination in the military environment is a common thing. This doctrine attaches certain values and behaviors to employees in the military environment, so that changes in leadership style and gender of leaders do not have much influence.

Referring to the research on the influence of leadership style and gender on employee performance that has been done previously, there are differences with these results. Research by Soelistyoningrum (2017) and Widiastuti (2010), which takes the population in civil organizations (business and education) states that leadership style has a significant effect on employee performance, while the gender of the leader does not significantly affect employee performance.

Different results were obtained when the same variables were tested in a semi-military environment. Thus the results of this study have answered the research questions and fulfilled the research objectives, namely that the leadership style and gender of leaders in a semi-military environment have a different effect on employee performance compared to the two previous research results, where the results of the study stated that leadership style and gender leaders have a positive effect on employee performance.

## CONCLUSION

There are several previous studies on the influence of leadership style and gender of the leader on employee performance. Generally, research on this topic is conducted in business organizations or civic agencies. It is rare to find research on the influence of leadership style and leader gender conducted in semi-military agencies. This study was aimed to determine the effect of leadership style and leader gender on employee performance at the Military Court III-12 Surabaya. The results showed that the leadership style and gender of the leader had a positive effect on employee performance. Suggestions for further research is to enlarge the population where research can be carried out to see the influence of leadership style and gender of leaders on employee performance in the Military Court environment in Indonesia.

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