

Government Organizations Under Female's Leadership, are Employee of Government Satisfied?

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Abstract: *The role of female leaders in the government sector nowadays is growing. As in the Ministry of Manpower of the Republic of Indonesia within last- 3 years (2015-2018) the number of female leaders has increased. Based on data from the Bureau of Organization and Personnel of the Ministry of Manpower of the Republic of Indonesia in 2018, there were 234 female leaders. The female leaders are more prone to thinking holistically and prefer affiliation with other people and have emotional engagement more than male leaders. Male leaders excel in terms of systems thinking and analyzing while women use feelings more in facing problems. Many government environments are struggling with routines regarding bureaucratic and administrative systems. Therefore the aim of this study is to find out the expertise levels of female leaders in an organization in carrying out emotional management in the quality of Leader Member Exchange (LMX) so that they can give a different feel in government organization. The emotional engagement in this study focused on self-efficacy and emotional intelligence. Based on the characteristics of the existing problems, this study was performed using a quantitative research approach with a total of 83 participants consisting of subordinates led directly by female leaders at the Ministry of Manpower of the Republic of Indonesia. It is expected that the increasing number of female leaders can influence the quality of LMX which has an impact on the job satisfaction of the Ministry of Manpower employees. The result of the study, it shown that female leaders at the Ministry of Manpower of the Republic of Indonesia were mostly able to provide job satisfaction for their employees with a good quality relationship between leaders and subordinates.*

Keyword: *Emotional Intelligence, Job Satisfaction, Leader Member Exchange (LMX), SelfEfficacy*

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I. Introduction

Every year, the growth of Indonesia's population increases. Based on the population growth projection of the National Development Planning Agency, the Central Bureau of Statistics and the United Nations Population Fund, Indonesia's population has reached 265 million. Of these, 131.88 million are female, whereas according to age group, the population of Indonesian women aged 0-19 years has reached 45.31 million, aged 20-64 years as many as 86.57 million people and the rest, i.e. 8.3 million elderly people (65 years and over). In 2010, the difference between the two reached 1.19 million, but in 2035 only around 266 thousand people. This shows that the population gap between women and men has narrowed. At present there are many emerging female leaders in every organization both on a small scale and large scale. Based on a survey conducted by Grant Thornton International in the July-December 2017 period in 35 (thirty-five) countries of 4,995 respondents consisting of the Chief Executive Officer (CEO), Managing Director, Chairman or Senior Executive levels, it was said that there were positive results in the issue gender diversity in the business world globally, especially the number of women in senior management positions in one company. LagerbergFransca, the Global Leader for Network Capabilities and Sponsor of Women in Grant Thornton International Ltd Leadership, explained that there was a strong correlation between gender diversity in leadership and the success of a company.

Based on the Gender Empowerment Measure (GEM) in Indonesia from 2010 d.d 2017, GEM increased from year to year. The following table is the Gender Empowerment Measure (GEM), as follows:

Table 1.1 Gender Empowerment Measure In Indonesia In2010-2017

PROVINCE/COUNTRY	2010	2011	2012	2013	2014	2015	2016	2017
ACEH	53.40	52.06	54.44	59.78	65.12	65.57	67.40	66.28
SUMATERA UTARA	67.78	67.39	69.82	70.08	66.69	67.81	69.07	69.29
SUMATERA BARAT	63.04	64.62	65.22	65.40	61.86	62.42	64.51	65.01
RIAU	65.14	65.34	69.05	69.78	74.11	74.59	75.19	75.36
JAMBI	57.91	58.89	61.52	66.19	61.93	62.43	63.14	65.32
SUMATERA SELATAN	67.32	68.34	66.78	70.41	70.20	70.36	70.69	73.53
BENGKULU	68.50	69.33	69.57	73.45	68.76	68.86	71.09	71.40
LAMPUNG	65.32	65.86	67.24	65.62	62.99	62.01	61.98	63.60
KEP. BANGKA BELITUNG	55.62	56.03	56.54	57.29	56.12	56.29	51.69	54.91
KEP. RIAU	56.70	60.62	59.32	60.79	60.54	62.15	65.60	66.96
DKI JAKARTA	73.23	74.70	76.14	77.43	71.19	71.41	72.14	72.34
JAWA BARAT	67.01	68.08	68.62	67.57	68.87	69.02	71.15	70.04
JAWA TENGAH	67.96	68.99	70.82	71.22	74.46	74.80	74.89	75.10
DI YOGYAKARTA	77.70	77.84	75.57	76.36	66.90	68.75	66.96	69.37
JAWA TIMUR	67.91	68.62	69.29	70.77	68.17	68.41	69.06	69.37
BANTEN	65.66	66.58	65.53	65.49	66.91	67.94	69.14	70.00
BALI	58.53	58.59	58.49	61.50	62.25	62.99	63.97	63.76
NUSA TENGGARA BARAT	54.49	56.57	57.90	58.54	57.49	58.69	60.06	59.95
NUSA TENGGARA TIMUR	57.98	58.90	59.55	59.81	63.06	64.75	65.07	63.76
KALIMANTAN BARAT	55.26	56.39	59.34	58.78	64.10	64.44	64.37	64.46
KALIMANTAN TENGAH	68.62	69.48	70.35	68.61	77.90	77.87	78.23	79.36
KALIMANTAN SELATAN	62.53	66.61	68.40	65.60	68.22	70.05	67.40	67.56
KALIMANTAN TIMUR	60.05	61.29	61.84	63.12	53.74	55.96	56.93	56.64
KALIMANTAN UTARA	-	-	-	-	66.52	67.31	63.52	61.09
SULAWESI UTARA	71.20	73.34	75.00	75.55	76.15	79.82	81.24	82.37
SULAWESI TENGAH	65.37	66.08	67.96	68.59	65.11	65.57	70.05	70.38
SULAWESI SELATAN	62.46	63.38	63.88	64.42	66.76	67.98	70.02	70.57
SULAWESI TENGGARA	64.26	65.26	65.86	64.49	68.13	72.14	70.51	70.76
GORONTALO	61.35	62.12	62.08	60.89	67.36	69.26	69.70	71.09
SULAWESI BARAT	63.15	63.71	64.25	64.47	67.14	69.40	71.71	73.37
MALUKU	75.94	76.51	78.72	79.93	76.99	77.15	77.36	78.87
MALUKU UTARA	58.17	59.38	59.84	59.66	61.05	65.74	68.19	70.31
PAPUA BARAT	57.97	57.54	58.46	57.01	47.97	48.19	49.56	47.88
PAPUA	55.42	57.74	57.76	57.22	64.21	63.69	64.73	61.89
INDONESIA	68.15	69.14	70.07	70.46	70.68	70.83	71.39	71.74

Source: Central Bureau of Statistics, Jakarta, Indonesia

The table above shows that the Gender Empowerment Measure from 2010-2017 increased. This will have an impact on the creation of women's role in opportunities as leaders, which has a positive impact, namely the issue of gender equality that is characterized by the absence of differences (discrimination) between women and men. Thus, women and men have equal opportunities or access to leadership. The emergence of female leaders in the field of government in Indonesia increases every year, marked by the increasing number of female ministers who sit in the cabinet and women's participation in the world of parliament. According to the history of the Indonesian people, the Unitary State of the Republic of Indonesia was once headed by a female leader, namely Megawati Soekarno Puteri as the fifth Indonesian president to take office from July 23rd 2001 to October 20th 2004.

Throughout the history of the Indonesian nation, President Joko Widodo also allocated seats for female leaders who sat in his cabinet. There are eight female ministers in the current seats of Indonesian government, and this is the cabinet that provides the most seats for women in the history of Indonesian reform. The eight female ministers are:

1. Coordinating Minister for Human Development and Culture, Puan Maharani.
2. Minister of Finance, Sri Mulyani.
3. Minister of Maritime Affairs and Fisheries, Susi Pudjiastuti.
4. Minister of Foreign Affairs, Retno Lestari Priansari.
5. Minister of State-Owned Enterprises, Rini M. Soemarno.
6. Minister of Environment and Forestry, Siti Nurbaya.
7. Minister of Health, Nila F. Moeloek.
8. Minister of Women's Empowerment and Child Protection, Yohana Yembise.

This proves that women can also have careers for executive bodies and have proven their performance in occupying very important ministerial positions.

The Ministry of Manpower of the Republic of Indonesia is a Ministry that has the task of managing the manpower sector in assisting the President in organizing the government. In carrying out its duties, the Ministry of Manpower has such functions as:

1. Formulation, stipulation and implementation of policies in the field of increasing labor competitiveness and productivity, increasing employment placement and expanding employment opportunities, increasing the role of industrial relations and social security of workers, fostering labor inspection and occupational safety and health;
2. Coordinating the implementation of tasks, fostering and providing administrative support to all organizational elements within the Ministry of Manpower;
3. Management of state property / wealth which is the responsibility of the Ministry of Manpower;
4. Supervision of the implementation of duties within the Ministry of Manpower;
5. Implementation of technical guidance and supervision of the implementation of affairs of the Ministry of Manpower in the regions;
6. Implementation of national-scale technical activities, in accordance with the provisions of legislation; and
7. Implementation of planning, research and development in the field of employment.

Based on data from the Bureau of Organization and Staffing of the Indonesian Ministry of Manpower, the number of women occupying structural positions at the Ministry of Manpower is as follows:

TTABLE 1.2 NUMBER OF FEMALE STRUCTURAL OFFICERSMINISTRY OF MANPOWER

No.	Structural Officers	Number of People
1.	Middle High Leaders	2
2.	Pratama High Leaders	14
3.	Administrative Leaders	58
4.	Supervisory Leaders	160
Total of Structural Officers		234

Source: Ministry of Manpower's Organization and Personnel Bureau, August 2018

The number of female leaders in the Ministry of Manpower as many as 234 people are expected to be able to give influence and have their own characteristics in government organizations. One way to achieve organizational goals is the collaboration between leaders and subordinates in completing organizational tasks. In collaboration, we need a leader who has good relationship quality with his subordinates. The ability to lead someone can be influenced by many factors. The way male leaders maintain the quality of their relationships with their subordinates will be different from that of female leaders. Each leader has a special strategy in carrying out his duties as a leader. In the context of the leadership of a quality organization of Direct Leader-Subordinate Relations (HBPL) or Leader-Member Exchange (LMX), it is quite important. How the relationship between leaders and subordinates is maintained will reflect success in an organization. Male and female leadership behaviors and styles will influence the quality of direct leader-subordinate relationships.

Leaders' emotional bond can be seen through self-confidence, self esteem and self-efficacy as well as emotional intelligence of the leaders to get a good quality relationship between leaders and subordinates so that what becomes the organizational goal can be well-achieved. In this study the focus is on emotional ties through self-efficacy and female leaders' emotional intelligence that can influence the quality of relationship between leaders and subordinates to generate job satisfaction for employees in an organization.

Based on the development of leadership, this research focused on female leaders in government organizations at the Ministry of Manpower because of the issue of gender equality that is increasingly developing in the world, especially in developed countries. The purpose of this study was to determine the effect of female leaders' self efficacy and emotional intelligence on employees' job satisfaction with LMX as a mediating variable at the Ministry of Manpower of the Republic of Indonesia.

II. Review Of The Literature

To support this study, the researcher used a leadership theory, a gender theory and theories about the quality of direct leader-subordinate relationships (Leader-Member Exchange). Based on a leadership theory, namely the ecological theory proposed by Stogdill, it is stated that "a person can only be a good leader when at the time of birth he has had leadership talents, which then develop through regular education and experiences that allow further development." This theory is a refinement of the theory of the birth of leaders namely the genetic theory (Great man theory) from Jeaning and the social theory from Max Weber. Therefore, the researcher focused on the experience of personal experiences of female leaders by developing capabilities through self-efficacy and management of emotional intelligence (EI) in dealing with work and problems that occur in an organization and the quality of relationships between female leaders and direct subordinates.

2.1. Self-Efficacy

In addition, Bandura (2001) defines self-efficacy as a person's belief in his ability to carry out a form of control over the functioning of the person himself and events in the environment. Bandura thinks that belief in one's efficacy is the basis of human agents. Humans who believe that they can do something that has the

potential to change events in their environment, will be more likely to act and more likely to be successful than those who have low self-efficacy. Self-efficacy is not only a global or generalized concept, such as self-esteem or self-confidence. People can have high self-efficacy in one situation and have low self-efficacy in other situations. Self-efficacy varies from one situation to another, depending upon the competencies needed for different activities; presence or absence of others; the perceived competence of others, especially if they are competitors; the person's predisposition is more inclined to failure than performance; psychological conditions that accompany him; especially the feeling of fatigue, anxiety, apathy, and helplessness (Feist: 2010)

a. Self-Efficacy Factors

Factors that influence the perception of individual abilities, namely:

1. The nature of the tasks faced by individuals.
2. External incentives (rewards) received by individuals from other people.
3. Status or role of individuals in their environment.
4. Information about self abilities.

b. Self-Efficacy Resources

Self-efficacy or self-confidence can be obtained, changed, enhanced, or derived through one or a combination of four sources, namely experience to master achievements (performance accomplishment), vicarious experience, social persuasion, and generating emotions (emotional/psychological states).

c. Self-Efficacy Function

The theory of self efficacy states that perceptions about one's abilities will influence his thoughts, feelings, motivations, and actions. Trust about self efficacy is a determinant of behavior.

2.2. Emotional Intelligence

Emotional Intelligence is the ability to "listen" to the whisper of emotions, and make it an important source of information to understand yourself and others in order to achieve a goal. Many people mistakenly position Emotional Intelligence under Intellectual Intelligence. However, research says that this intelligence determines one's success more than social intelligence. This intelligence is more precisely expressed by "What I feel".

Daniel Goleman, in his book Emotional Intelligence (1994) states that "IQ's contribution to one's success is only around 20% and the remaining 80% is determined by allied factors called emotional intelligence. People who have high emotional intelligence will try to create a balance in themselves; can seek happiness in itself and can change something bad into something positive and beneficial. Emotional intelligence is what has a big influence on someone's life.

A person with high emotional intelligence has the following qualities:

- a. Self-conscious, self-controlled, trustworthy, able to adapt well and have a creative soul.
- b. Able to empathize, be able to understand the feelings of others, can handle conflicts, can work together in teams.
- c. Able to get along and build a friendship.
- d. Able to influence others. Willing to assume responsibility.
- e. Daring to aspire.
- f. Highly motivated.
- g. Always optimistic. Having great curiosity.
- h. Enthusiastic about organizing activities.

2.3. Leader-Member Exchange (LMX)

Leader-Member exchange definition (LMX) as mentioned by some experts such as Leonard (2002, p.1), is "understanding of leader-member exchange is not only on physical bonds, where subordinates must always follow the instructions of the superior, but deeper that is the interaction bond between employees and leaders. This bond of interaction involves an emotional bond between employees and leaders. "According to Morrow, et al (2005, p. 682), Leader-Member Exchange improves the quality of the relationship between superiors and employees which will enable to improve both work. But in reality, the relationship between employees and superiors can be grouped into two relationships, namely good relationships and bad relationships. A good relationship will create employees' trust, a positive attitude, and loyalty, but a bad relationship will have the opposite effect.

The Leader-Member Exchange Theory places the relationship concept as the basis for evaluating the occurrence of the Leader-Member Exchange. In an organizational environment, this Leader-Member Exchange leads to a relationship between the leader and the employees who are followers of the leader.

2.4. Employees' Job Satisfaction

Job satisfaction, according to Dadang (2013: 15), is a pleasant or unpleasant emotional state of work. Job satisfaction reflects a person's feelings towards his work. Edy Sutrisno (2014: 75) also commented on the opinion of Handoko (1992), arguing that job satisfaction is an emotional state that is pleasant or unpleasant for employees to view their work. Job satisfaction reflects how someone feels about his work. According to Siagian (2013: 295), job satisfaction is a person's positive and negative perceptions about his work.

Edy Sutrisno (2014: 77) says that the factors that give satisfaction according to Blum (in As'ad, 2001) are:

- a. Individual factors, including age, health, character and expectations.
- b. Social Factors, including freedom relations, workers' views, political freedom and community relations.
- c. Main Factors in Work, including wages, supervision, peace of mind, work conditions, and opportunities to progress

According to Gilmer (1996) in Edy Sutrisno (2014: 77), the factors that influence job satisfaction are:

- a. Opportunity to progress. In this case there is an opportunity to gain experience and capacity building during work.
- b. Willingness to work. This factor is referred to as supporting work satisfaction for employees. A safe situation greatly affects the feelings of employees during work.
- c. Salary. Salaries cause more dissatisfaction and rarely people express their job satisfaction with the amount of money they earn.
- d. Company and management. Good company and management are capable of providing stable working situations and conditions.
- e. Supervision. At the same time his superior. Poor supervision can result in absenteeism and turn over.
- f. Intrinsic and occupational factors. Attributes in the work require certain skills. Difficulty, ease and pride of doing the task can increase or reduce satisfaction.
- g. Working conditions. This includes the conditions of the place, ventilation, broadcasting, canteen, and parking.
- h. Social aspects of work. It is one attitude that is difficult to describe but is seen as a supporting factor for being satisfied or dissatisfied in work.
- i. Communication. Smooth communication between employees and management has been used as an excuse to like his position. In this case the willingness of the employer to want to hear, understand, and acknowledge the opinions or achievements of his employees is very instrumental in causing satisfaction with work.
- j. Facilities. Hospital facilities, leave, pension funds or housing is the standard of a position and if it can be fulfilled it will lead to satisfaction.

Edy Sutrisno (2014: 79) also quoted the opinion given by Brown & Ghiselli (1950) that there are four factors that contribute to job satisfaction, namely:

- a. Position. Generally, people consider that someone holding a higher position feel more satisfied with his job than that of a lower position. Some researchers indicate that this is not always accurate. Instead, it is the change in job levels that affects job satisfaction.
- b. Title. On jobs that are based on level or grade differences, people holding the jobs are given certain titles. If there is an increase in wages, a little more will be considered as a promotion, and pride in the new position will change their behavior and feelings.
- c. Financial and social security. Financial and social security mostly influence job satisfaction. Supervision quality of the relationship between employees and leaders is very important in increasing work productivity. Satisfaction can be improved through attention and good relationships from the leaders to subordinates, so that employees will feel that they are an important part of the work organization.

From the various opinions above, it can be concluded that the factors that influence job satisfaction are;

- a. Psychological Factors, related to psychology, which includes interest, peace in work, attitudes toward work, talents and skills
- b. Social Factors, related to interactions among employees and employees with superiors.
- c. Physical Factors, related to the physical condition of work, including the type of work, arrangement of time and break, work equipment, employee conditions, age, and so on.

III. Research Methodology

Based on the characteristics of existing problems, this research was conducted with a quantitative research approach. The data used in this study are 2 (two), namely primary data and secondary data. Primary data is data that is sought directly by researchers during research in the field. While for secondary data obtained from the data available at the Ministry of Manpower in the form of the number of employees and the number of structural officials at the Ministry of Manpower in 2018. The population used is employees at the Ministry of Manpower who have direct female leaders. The total population that will be carried out for the study is as many

as 464 people with the criteria that each leader has a direct subordinate of 2 people. The sampling technique in this study used a non probability sampling method with a purposive sampling technique. Based on the results of the calculation of Slovin formula, a sample of 83 people was obtained and the respondents selected were those aged around 25 years. 58 years who have worked at least 1 (one) year.

The preparation of instruments in this study came from previous studies that adopted international journals and adjusted to the research title. The measurement scale of this study used a 1-5 Likert Scale (1 = strongly disagree; 2 = disagree; 3 = sufficient; 4 = agree; 5 = strongly agree). The method of data collection is done by filling out the questionnaire method with the time of data collection carried out for 2 (two) months, namely January d.d February 2019. Whereas to test the hypothesis the relationship between variables is used SmartPLS analysis tool.

IV. Result And Discussion

Based on the previous research about Self Efficacy, Emotional Intelligence, Leader-member Exchange (LMX) and Job Satisfaction only few have been focused on female leaders. To know about the existing research variables, the researcher utilized indicators used in the research variables, as follows:

The indicators for Indikator self-efficacy in this research are :

- a. Magnitude, it focuses on the difficulty level of the tasks encountered.
- b. Generality, feelings of ability shown by individuals in the context of different tasks, through their behavior, cognition as well as affections.
- c. Strength, the strength of one's beliefs about his abilities

The indicators for emotional intelligence (Goleman, Daniel: 2009) in this research are:

- a. Self-Awareness, meaning managing the state of self, things that are liked and intuition.
- b. Self-Motivation, meaning the drive that guides or helps to reach objectives or objectives.
- c. Empathy, meaning awareness of the feelings, interests and concerns of other people.

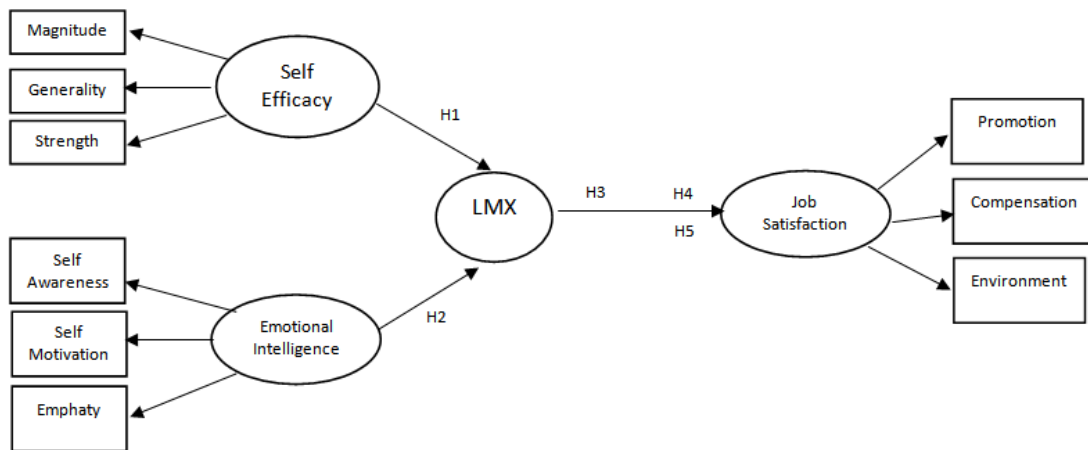
The indicators of *Leader-member Exchange* in this research are:

- a. Affection. Interacting with each other between superiors and subordinates based on interpersonal attractiveness, not just the professional value of workers.
- b. Loyalty. Referring to expressions of general support given to achieving goals and in accordance with the personal character of other members.
- c. Contribution. Perception of the number, direction, and quality of activities that are task-oriented at a certain level between each member to achieve common and beneficial goals explicitly or implicitly.
- d. Professional Respect. Perception on how far each reciprocal relationship has had and built reputation inside or outside the organization, so employees become excellent in their fields of work.

The indicators of Job Satisfaction in this research are:

- a. Promotion. According to Bambang (2002) promotion is a change in position or job position from a lower level to a higher level. The indicators of promotion include honesty, loyalty, level of education, work experience and initiative.
- b. Compensation. According to Hasibuan (2002) compensation is all income in the forms of money, goods that is directly or indirectly received by employees as compensation or services provided by the company. Compensation indicators (Simamora, 2004) include: wages and salaries, incentives, benefits, facilities.
- c. Work Environment. According to Sedarmayati (2001) work environment is the entire tooling equipment and materials faced, the surrounding environment in which a person works, the method of work, as well as work arrangements both as individuals and as a group. Work environment indicators include lighting, air temperature, noise, color use, space needed, job security, and employee relations.

The thinking framework in this study is the replication and development of several previous studies which found that self-efficacy and emotional intelligence have a positive effect on Job Satisfaction by adding the Leader-Member Exchange (LMX) as a mediating variable and this study focuses on female leaders as direct supervisors.



Picture 1. The Thinking Framework

The operational definition of each variable in this research is as follows:

- Self-Efficacy is the individual's beliefs about his ability to deal with and solve problems with different levels of difficulty (magnitude), and the types of problems that vary (generality) with the strength and ability (strength) that exists in individual female leaders.
- Emotional Intelligence is the ability of a person to accept, assess, manage, and control his own emotion, and other people around him through self-awareness, self-motivation and empathy that are owned by female leaders.
- Leader-Member Exchange (LMX) is improved quality of relationships between female leaders and direct subordinates, which will enable to improve their performance through affection, loyalty, contribution or participation of leaders and subordinates and professional respect.
- Job Satisfaction is the attitude or feeling of employees towards aspects such as promotion, compensation and a pleasant or unpleasant work environment regarding work that is in accordance with the assessment of each employee.

Hypotheses

To formulate hypotheses, the researcher referred to several previous studies and based on several previous studies, the researcher formulated the following hypothesis:

- Hypothesis 1: Female leaders' Self-Efficacy has a positive influence on the Leader-Member Exchange (LMX) at the Ministry of Manpower
- Hypothesis 2 (H2): Female leaders' Emotional Intelligence has a positive influence on Leader-member Exchange (LMX) at the Ministry of Manpower
- Hypothesis 3 (H3): Female leaders' Leader-Member Exchange (LMX) has a positive influence on employees' Job Satisfaction at the Ministry of Manpower
- Hypothesis 4 (H4): Female leaders' Self Efficacy has a positive influence on employees' Job satisfaction at the Ministry of Manpower with Leader-member Exchange (LMX) as a mediating variable
- Hypothesis 5 (H5): Female leaders' Emotional Intelligence has a positive influence on employees' Job Satisfaction at the Ministry of Manpower with Leader-member Exchange (LMX) as a mediating variable

Description of Respondents

The population in this study were employees who were under the leadership of women within the Ministry of Manpower of the Republic of Indonesia. The sample in this study based on the results of calculations using the Slovin formula is as many as 83 employees who are under the leadership of women in the Ministry of Manpower of the Republic of Indonesia. The instrument used in this study is a questionnaire given directly to respondents in each work unit that is the place of research. The questionnaire was circulated from 7 January to 7 February 2019. The total questionnaires distributed in this study were 83 questionnaires. Of the 83 questionnaires distributed, 100% were received again.

Table 2. Description of Respondents

Uraian	Frekuensi	Presentase
Gender :		
Female	40	48,20%
Male	43	51,80%
Total	83	100%
Age :		
< 25 years	8	9,64 %

26 – 35 years	36	43,37%
36 – 45 years	22	26,51%
46 – 55years	16	19,28%
> 55 years	1	1,20 %
Total	83	100%
Education :		
Highnschool	14	16,87%
Diploma	11	13,25%
Bachelor	58	69,88%
Total	83	100%

Source: Primary data processed, 2019

In accordance with the framework of thinking and hypothesis as outlined in Figure 1., the five hypotheses above can be presented as a path diagram as presented in Figure 2. It is this path diagram that has been analyzed using SmartPLS.

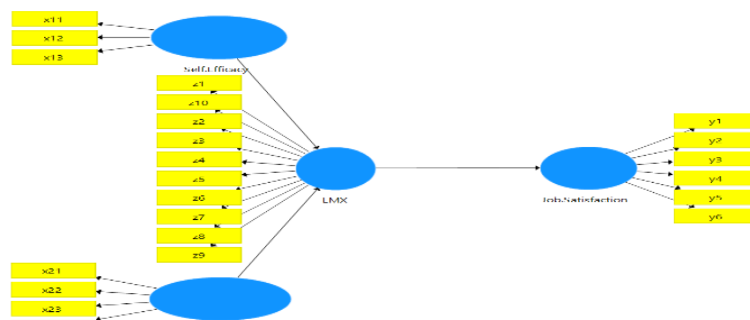


Figure 2. Hypothesis Path Diagram using SmartPLS

The analysis on SmartPLS was analyzed through (1) Outer model analysis and (2) Inner Model Analysis. The analysis of the outer model is to specify the relationship between latent variables with indicators or in other words the outer model defines how each indicator relates to its latent variables. Here are some validity and reliability tests carried out in the outer model analysis of this research, namely (1) Convergent Validity; (2) Discriminant Validity; and (3) Composite Reliability, Average Variance Extracted, Cronbach's Alpha.

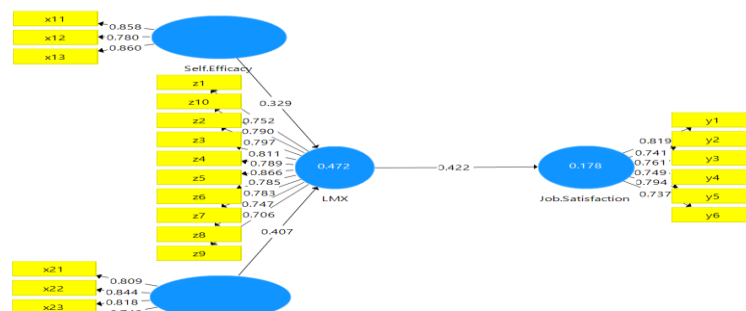


Figure 3. Display of PLS Algorithm Results

In this study there are 4 constructs with a number of indicators 3-10 with a scale of 1-5. Based on the results of testing the measurement model shown in Figure 3 can be explained as follows:

- The construct of the self-efficacy of female leaders was measured using the dimensions of magnitude, generality and strength which contained the variables x11 (0.858), x12 (0.780) and x13 (0.860) so that the indicator had a factor loading above 0.7.
- The construct of Emotional Intelligence for female leaders is measured using the dimensions of self awareness, self motivation, empathy which contains variables x21 (0.809), x22 (0.844), x23 (0.818) and x24 (0.749) so that indicators have a loading factor above 0.7.
- The construct of the Leader Member Exchange of female leaders was measured using dimensions of affection, loyalty, contribution, professional respect that contained variables z1 (0.752), z2 (0.797), z3

(0.811), z4 (0.789), z5 (0.866), z6 (0.785) , z7 (0.783), z8 (0.747), z9 (0.706), z10 (0.790) so that the indicator has a factor loading above 0.7.

- d. Construct Job Employee Satisfaction is measured using the dimensions of promotion, compensation, and work environment that contain variables y1 (0.819), y2 (0.741), y3 (0.761), y4 (0.749), y5 (0.794), and y6 (0.737) so that the indicator has a loading factor above 0.7.

Based on the display of PLS Algorithm results, it is found that these indicators are valid indicators for measuring the construct.

The value of Discriminant Validity is a value of cross loading factor that is useful to determine whether the construct in this study has an adequate discriminant by comparing the value of loading to the intended construct must be greater than the value of loading from another construct. Based on the above inhibition, it shows good discriminate validity because the indicator correlation value for the construct is higher than the indicator correlation value for the construct is higher than the indicator correlation value with other constructs.

Table2.Discriminant Validity

Construct	(X1)	(X2)	(Z)	(Y)
. Self Efficacy (X1)	0,834			
. Emotional Intelligence (X2)	0,739	0,806		
. Leader Member Exchange (Z)	0,630	0,650	0,784	
. Job Satisfaction (Y)	0,223	0,254	0,422	0,767

Source: PLS Data Processing, 2019

Besides the construct validity test, it also carried out construct reliability tests measured by composite reliability, average variance extracted (AVE), and cronbach's alpha. Data that has composite reliability > 0.7 has high reliability. For the expected AVE value is > 0.5 and the expected value in cronbach's alpha is > 0.7. The following are composite reliability test results, average variance extracted (AVE), and cronbach's alpha from SmartPLS:

Table3. Composite Reliability, Average Variance Extracted, Cronbach's Alpha

Construct	Composite Reliability	AVE	Cronbach's Alpha	Rho_A
Self Efficacy(X1)	0,872	0,695	0,782	0,798
Emotional Intelligence (X2)	0,881	0,650	0,821	0,833
Leader Member Exchange (Z)	0,941	0,614	0,930	0,931
Job Satisfaction(Y)	0,896	0,589	0,867	0,910

Source: PLS Data Processing, 2019

Inner model analysis / structural model analysis is carried out to ensure that the structural model constructed is accurate. Evaluation of inner model can be seen from several indicators, namely the Determination Coefficient (R2), Predictive Relevance (Q2), and Goodness of Fit Index (GoF).

Table4. Koefisien Determinasi (R²).

Konstruk	R ²	R ² Adjusted
LMX (Z)	0,472	0,458
Job Satisfaction (Y)	0,178	0,168

To calculate Predictive Relevance Q2 use the following formula:

$$\begin{aligned}
 Q^2 : 1 - (1 - R1^2)(1 - R2^2) \dots\dots\dots 1) \\
 Q^2 : 1 - (1 - 0,472^2)(1 - 0,178^2) \dots\dots\dots 2) \\
 Q^2 : 1 - (0,777)(0,968) \dots\dots\dots 3) \\
 Q^2 : 1 - 0,752 \dots\dots\dots 4) \\
 Q^2 : 0,248 \dots\dots\dots 5)
 \end{aligned}$$

Goodness of Fit (GoF) is measured using R-square dependent latent variables with the same interpretation as regression. Predictive Q-square relevance for structural models, measures how well the observation value is generated by the model and also its parameter estimation. Q-square value > 0 indicates the model has the opposite predictive relevance if the Q-square value ≤ 0 indicates the model lacks predictive relevance. Based on existing data and calculations, the Q-square value is 0.248 so that for this structural model it shows that Q-square value > 0, it can be concluded that the model has good predictive relevance. The PLS structural model was evaluated using R2 for the dependent variable and the path coefficient value for

independent variables which then assessed its significance based on the t-statistical value of each path. The structural model of this research can be seen in the picture as follows:

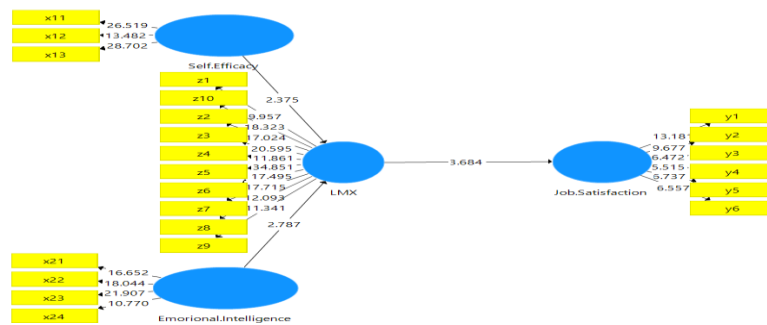


Figure 4. Display of PLS Bootstrapping Results

To assess the significance of the prediction model in testing structural models, it can be seen from the t-statistic value between the independent variables to the dependent variable in the Path Coefficient table in the SmartPLS output below:

Table 5. Path Coefficient (Mean, STDev, T-Value)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Values	Signifikant
Self Efficacy(X1) -> Leader Member Exchange (LMX) (Z)	0,329	0,333	0,138	2,375	0,018	Signifikant
Leader Member Exchange (LMX) (Z)-> Job Satisfaction (Y)	0,422	0,448	0,114	3,684	0,000	Signifikant
Emotional Intelligence (X2) -> Leader Member Exchange (LMX) (Z)	0,407	0,412	0,146	2,787	0,006	Signifikant

In the t test it is intended to test whether the independent variables partially have a significant effect on the dependent variable (t-table for alpha = 0.05 is 1.96 and t-table for alpha 0.10 is 1.65, with the following hypothesis:

Hypothesis 1 (H1): Self-Efficacy of female leaders has a positive influence on the Member Exchange Leader (LMX) at the Ministry of Manpower.

H0: variable x1 does not significantly influence the z variable

H1: x1 variable has a significant effect on z variable

The basis of the decision making is:

a. If the probability is > 0.05 or -t-table < t count < t table, then H0 is not rejected.

b. If the probability is < 0.05 or calculate < -t table or t-count > t-table, then H0 is rejected

From table 5. above, it can be seen that the P-Values value is 0.018 below 0.05 which is indicated by the value of t-Statistic 2.375 greater than the t-table value of 1.96. Based on these calculations, the effect of Women's Leader Self Efficacy (X1) on Member Exchange Leader (Z) indicates that H0 is rejected, which means the female leader's self efficacy variable (X1) has a significant influence on the Exchange Member Leader variable (z). Based on these results it was concluded that the first hypothesis was accepted that the Self Efficacy of female leaders had a positive influence on the Exchange Member Leader (Z) at the Ministry of Manpower.

Hypothesis 2 (H2): Member Exchange Leaders (LMX) of female leaders and subordinates have a positive influence on Employee Job Satisfaction at the Ministry of Manpower.

H0: variable z does not significantly affect the variable y

H1: variable z significantly influences the variable y

The basis of the decision making is:

a. If the probability is > 0.05 or -t-table < t count < t table, then H0 is not rejected.

b. If the probability is < 0.05 or calculate < -t table or t-count > t-table, then H0 is rejected

From table 5.5. above, it can be seen that the P-Values value of 0.000 is below 0.05 which is indicated by the value of t-Statistic 3.684 which is greater than the t-table value of 1.96. Based on these calculations, the Exchange Member Leader (Z) on Job Satisfaction (Y) indicates that H₀ is rejected, which means that the Exchange Member Leader (Z) variable has a significant influence on the Job Satisfaction (Y) variable. Based on these results it was concluded that the second hypothesis was accepted that the Leader Member Exchange (LMX) of female leaders and subordinates had a positive influence on Employee Job Satisfaction at the Ministry of Manpower.

Hypothesis 3 (H3): Emotional Intelligence female leaders have a positive influence on Member Exchange Leaders at the Ministry of Manpower.

H₀: variable x₂ does not significantly influence the z variable

H₁: x₂ variable has a significant effect on z variable

The basis of the decision making is:

If the probability is > 0.05 or -t-table < t count < t table, then H₀ is not rejected.

If the probability is < 0.05 or calculate < -t table or t-count > t-table, then H₀ is rejected

From table 5. above, it can be seen that the P-Values value is 0.006 below 0.05 which is indicated by the t-Statistic value of 2.782 which is greater than the t-table value of 1.96. Based on these calculations, the influence of Women's Leader Emotional Intelligence (X₂) on the Exchange Member Leader (Z) indicates that H₀ is rejected, which means the female leader Emotional Intelligence (X₂) variable has a significant influence on the Exchange Member Leader (Z) variable. Based on these results it was concluded that the third hypothesis was accepted that Emotional Intelligence female leaders had a positive influence on the Exchange Member Leader (Z) at the Ministry of Manpower

Hypothesis 4 (H4): Self Efficacy of female leaders has a positive influence on Job satisfaction employees at the Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables. Based on figure 4. The female leader's Self Efficacy variable (X₁) has an influence on the employee Job Satisfaction (Y) variable at the Ministry of Manpower with the Exchange Member Leader (LMX) as the mediating variable. LMX variable as mediating variable in the fourth hypothesis is full mediated. Based on these results it can be concluded that the fourth hypothesis is accepted, namely the Self Efficacy of female leaders has a positive influence on Job satisfaction employees at the Ministry of Manpower with Exchange Member Leader (LMX) as a mediating variable.

Hypothesis 5 (H5): Emotional Intelligence female leaders have a positive influence on Employee Job Satisfaction at the Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables. Based on figure 4. Female leader Emotional Intelligence variable (X₂) has influence on employee Job Satisfaction variable (Y) and also Exchange Member Leader variable (z) has a significant influence on employee Job Satisfaction (Y). So that indicates that Emotional Intelligence female leaders have a positive influence on Job satisfaction employees at the Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables. LMX variable as mediating variable in the fifth hypothesis is fully mediated. Based on these results it can be concluded that the fifth hypothesis is accepted namely Emotional Intelligence female leaders have a positive influence on Employee Job Satisfaction at the Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables.

V. Discussion

Effect of Female Leaders' Self Efficacy on Member Exchange Leaders (LMX) at the Indonesian Ministry of Manpower

Based on the results of testing the first hypothesis it can be concluded that the Self Efficacy of Women's Leaders has a positive influence on the Member Exchange Leader (LMX) at the Indonesian Ministry of Manpower. This is in accordance with the hypothesis in the previous study conducted by Dr. Manvinder Singh Tandon Director & Professor, RIMT / Institute of Management & Computer Technology, Mandigobindgarh, Sirhind, Punjab, India Owais Ahmed Ph. D. Scholar, Punjab Technical University, Jalandar, Punjab, India in 2015 which states that self efficacy has an influence on leader member exchange (LMX). Bandura defines self efficacy as a person's belief in its capabilities in organizing and carrying out activities that require the achievement of certain levels of performance. Confidence in one's ability influences the way people think, feel and motivate themselves and in acting. Thus self efficacy is indicated to have an influence on the relationship of behavior in organizations between leaders and subordinates. Women leaders with high self efficacy can create a climate of good relations between leaders and subordinates in the Ministry of Manpower of the Republic of Indonesia.

Effects of Women's Leader Emotional Intelligence on Member Exchange Leaders (LMX) at the Indonesian Ministry of Manpower.

Based on the results of testing the third hypothesis it can be concluded that the Emotional Intelligence of Female Leaders has a positive influence on the Member Exchange Leader (LMX) at the Indonesian Ministry of Manpower. This is consistent with the hypothesis in previous studies conducted by Michael J. Newcombe, UQ Business School; Neal M. Ashkanasy, The University of Queensland, Brisbane, Qld 4072, Australia (2002) which states that Emotional Intelligence has an influence on the Member Exchange Leader (LMX). In accordance with the life cycle model in LMX theory which has 3 possible stages Graen and Scandura (1987); Graen & Uhl-Bien (1991). The relationship begins with the initial testing phase where the leader and the subordinate evaluate the motivation, attitudes and potential resources to be exchanged. Elements of evaluation among subordinate leaders are things listed in the dimensions of emotional intelligence so that emotional intelligence will certainly have an influence on the relationship of exchange between leaders and subordinates, better known as leader member exchange (LMX). Thus the fourth hypothesis is accepted and it is indicated that Emotional Intelligence of female leaders has a positive influence on the Member Exchange Leader (LMX) at the Indonesian Ministry of Manpower.

Effect of Member Exchange Leader (LMX) on employee Job Satisfaction at the Indonesian Ministry of Manpower.

Based on the results of testing the second hypothesis it can be concluded that the Member Exchange Leader (LMX) has a positive influence on employee Job Satisfaction at the Indonesian Ministry of Manpower. This is in accordance with the hypothesis in the previous research conducted by Novebry C Wibowo and Eddy M Sutanto, 2013 which states that Member Exchange Leaders (LMX) have a positive influence on employee Job Satisfaction. Based on the LMX Theory of Graen and Cashman which states that the basis for making high-exchange relationships is the control of the leader on the results desired by subordinates. The desired results include the provision of interesting and enjoyable assignments, greater responsibility and authority, more information delivered, participation to make the decisions of leaders, tangible rewards such as salary increases, special benefits such as better work schedules and the environment pleasant work, personal approval support and ease of subordinate careers such as recommending promotions, providing development tasks with high visibility. These things are very closely related to employee job satisfaction. So that according to the results of the third hypothesis which states that the leader member exchange has a significant influence on employee job satisfaction.

Effect of Female Leaders' Self Efficacy on Job Satisfaction of employees at the Indonesian Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables

Based on the results of testing the fourth hypothesis it can be concluded that the Self Efficacy of female leaders has a positive influence on Job satisfaction employees at the Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables. The female leader's Self Efficacy variable (X1) does not have an influence on the employee Job Satisfaction variable (Y) so that it is considered that female leaders' self-efficacy does not directly influence job satisfaction. But the second hypothesis states that the Exchange Member Leader variable (z) has a significant influence on employee Job Satisfaction (Y). This indicates that the Self Efficacy of female leaders can have a positive influence on Job satisfaction employees at the Ministry of Manpower with the Exchange Member Leader (LMX) as a mediating variable (fully mediated). This is consistent with several studies related to LMX variables as mediating variables such as research conducted by Onne Janssen, Nico W Van Yperen, University of Groningen in 2004.

Effect of Emotional Intelligence of Female Leaders on Job Satisfaction of employees at the Indonesian Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables

Based on the results of testing the fifth hypothesis it can be concluded that the Emotional Intelligence of Female Leaders towards Job Satisfaction employees at the Indonesian Ministry of Manpower with Exchange Member Leaders (LMX) as mediating variables. This is in accordance with previous research conducted by Fong Siu Ping; Ho Ka Yue; The 2010 Human Resources Management Major with the results of the study showed that there were LMX mediating effects on the relationship between EI and job satisfaction, whereas there was a mediating effect of TMX on the relationship between EI and job satisfaction and EI and job performance. However, no LMX mediation effect was found in the relationship between EI and job performance. Although there are many studies that show a significant relationship between EI, job satisfaction and job performance (Abraham, 1999; Cooper & Sawaf, 1997; Mayer & Salovey, 1997), there are rarely previous studies that investigate the mediating effects of either LMX or TMX in relationships between EI and job satisfaction or EI and job performance. It is recommended to do further research to replicate and clarify the

results. This indicates that female leader Emotional Intelligence can have a positive influence on Job satisfaction employees at the Ministry of Manpower with Exchange Member Leader (LMX) as a mediating variable.

VI. Conclusion

In this study has 5 (five) hypotheses with all the results of the hypothesis accepted because it has a significant effect. The results of the study show that the Self Efficacy and Emotional Intelligence of Female Leaders have a positive influence on the Job Satisfaction of Ministry of Manpower employees with the Exchange Member Leader as a mediating variable. The effect of female leaders' Self Efficacy on Member Exchange Leaders (LMX) is influenced by magnitude, generality, and strength. Magnitude with indicators focusing on the level of difficulty of the task at hand; Generality with indicators The strength of one's beliefs about abilities possessed; and Strength with indicators Feelings of the ability shown by individuals in the context of different tasks, both through behavior, cognitive and affective (Gufron and Rinaswati, 2010). Whereas Emotional Intelligence female leaders have indicators that influence those affecting the Member Exchange Leader (LMX), namely Self Awareness; Self Motivation, and Emphaty. Variable Member Exchange Leader (LMX) which has an influence on Employee Job Satisfaction influenced by indicators of Affection, Loyalty, Professional Contributions and Respect between Leaders and Direct Subordinates (superiors and subordinates). And for Job Satisfaction variables which are influenced by indicators of promotion, compensation and work environment.

The results of the research in this thesis are carried out in accordance with the stages in the research and analysis and processing of the appropriate data and refer to several previous studies, so that the results of this study from the 5 (five) existing hypotheses obtain significant results. Although researchers have tried to design and develop this research, there are still some limitations in the research that need to be improved in further research, including: (1) There are still Echelon I work units that do not become samples in this study due to inequality in distribution / distribution questionnaire so that this research has not been carried out thoroughly in Echelon I work units; (2) This study only involved 1 (one) technical implementation unit of the Ministry of Manpower center in Jabodetabek, while there were still many UPTPs scattered throughout Indonesia from Aceh to Sorong; (3) Respondents in this study are still limited to staff / subordinates when filling out questionnaires would be better if data were also obtained from female leaders. Based on the results of the research that has been carried out there are several suggestions that can be considered for further research, including: (1) Further research is expected to be carried out at all units of work units at the Ministry of Manpower of the Republic of Indonesia so that the research results can be described as a whole; (2) Further research is expected to be carried out in governments other than the Ministry of Manpower of the Republic of Indonesia so that comparison can be made of the government sector; (3) Further research is expected to be carried out by developing a research model so that the results of the study can give a better picture.

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