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FACTORS AFFECTING EMPLOYEE PERFORMANCE OF THE PT. PLN (PERSERO) UNIT INDUK DISTRIBUSI FOR NORTH SUMATRA REGION

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Abstract

This study aims to examine, analyze and explain the effect of gender diversity and transformational leadership on employee performance simultaneously and partially at PT PLN (Persero) Main Unit for North Sumatra Region. The primary data used in this study came from questionnaires about gender diversity, transformational leadership and employee performance. From 102 people as a population, 32 respondents who met the criteria as a sample were selected using the Slovin formula. The analytical method used is multiple linear regression analysis with the help of SPSS 25. The results of this study indicate that there is a simultaneous positive and significant influence between gender diversity and transformational leadership on employee performance. The results also show that there is a positive and partially significant effect between gender diversity and transformational leadership on employee performance.

Keywords: gender diversity; transformational leadership ; employee performance

Introduction

One of the development plan targets contained in the 2005-2025 RPJM is to improve the quality of human resources including the role of women in development. Gender mainstreaming is a strategy that is carried out rationally and systematically to achieve gender equality and justice in aspects of human life through policies and programs that pay attention to the experiences, aspirations, needs and problems of women and men to empower women.

Based on the Global Gender Gap Report 2022, Indonesia is ranked 92 out of 146 in terms of gender gap. This shows that Indonesia is still far below average in the area of gender equality.

The ideal condition for human development that is expected is that male and female population groups have equal access to play a role in development. Likewise actually what is expected to happen in an organization.

Based on BPS data related to the Proportion Level of Women in Managerial Positions in each province in Indonesia in 2015-2020 it shows that there has been an increase in the proportion of managerial positions for female gender, although it is not significant.

Then if examined more deeply, based on Table 1 there has been a decrease in the level of the proportion of women in managerial positions throughout Indonesia. This shows that the role of Indonesian women in occupying managerial positions is still very minimal. The following is presented in Table 1.

Table 1. Percentage Level Proportion of Women in Managerial positions (all over Indonesia)

Year Comparison	Percentage
2016-2017	11 percent
2017-2018	8 percent
2018-2019	5 percent
2019-2020	8 percent
2020-2021	-2 percent

This phenomenon is also reflected in electricity business companies such as PT PLN (Persero) where the electricity business is considered by the Indonesian people as a man's world because it is too technical, focuses on field activities and requires physical strength and endurance. Table 2 below shows the various managerial levels in PT PLN (Persero) North Sumatra Distribution Main Unit (UID SUMUT) starting from Basic Supervisor to General Manager.

Table 2. Comparison of Men and Women in Managerial Positions
PT PLN (Persero) UID SUMUT

No	Structural Position	Position	Gender Type	
			Man	Woman
1	Upper Management	General Manager	1	0
2	Middle Management	Field Senior Manager	4	0
3	Basic Management	Unit Manager and equivalent	26	4
4	Top Supervisors	Field Unit Manager and Equivalent	126	16
4	Lower Supervisors	Supervisor Unit and Equivalent	364	82
TOTAL			521	102

There are 623 employees occupying managerial or structural levels with a much different composition, namely 521 male employees, while 102 female employees. It can be concluded that there is still very little role for women at the managerial level at PT PLN (Persero) UID SUMUT.

PT PLN (Persero) basically does not discriminate between men and women in work. However, because of the stigma that women usually work indoors while men work in the field, men are usually given more work and more responsibilities. Therefore it is usually difficult for a woman to reach a top level or managerial position. Women are usually seen as support employees (eg as administrative staff). In fact, the true performance of a woman and a man cannot be seen only in terms of gender. Because in truth, both men and women must be able to give their best performance in a company.

One form of leadership that is very popular and is usually indirectly used by women in their leadership is transformational leadership. Handriana (2011) said that women prefer to interpret leadership in the form of transformation. Transformational leadership is described as a leader who articulates a vision for the future which is shared with colleagues and subordinates, has charismatic in the sense of being able to inspire subordinates, is able to stimulate intellectually subordinates, pays attention to each individual different from the others, for example using personal resources including time , knowledge and service as a coach, teacher and mentor.

In Brown and May's (2010) study, women leaders who were given transformational leadership training for a full year experienced a significant increase, as measured objectively by performance and job satisfaction. Research by Pasamar et al. (2018) concluded that the versatile roles of transformational leaders are capable of promoting Human Capital and organizational learning.

Seeing these facts, the purpose of this study can be formulated as follows:
- analyze and explain gender diversity that significantly influences the performance of employees of PT PLN (Persero) UID North Sumatra;
- analyze and explain transformational leadership that has a significant effect on the performance of employees of PT PLN (Persero) UID North Sumatra
- analyze and explain gender diversity and transformational leadership simultaneously and significantly affect the performance of employees of PT PLN (Persero) UID North Sumatra

Literature Review
Gender Diversity in Organizations
One of the challenges in building a work team is the issue of gender . Today, inequality in the proportion of gender within organizations still occurs. Generally, certain positions or types of work will be dominated by men. Scholten & Witmer (2017) mentions that women are seen as numbers to fill quotas based on gender rather than being considered as knowledgeable and skilled contributors to organizations.

Sinambela (2016: 432) says that one of the internal disturbance factors in building a strong work team in an organization is gender. However, the existence of these differences can be a strength that complements each other so that they become formidable in facing various obstacles.

Indahingwati and Nugroho (2020) stated that when planning HR, one of the things that must be monitored in reviewing an HR function in a company is monitoring the achievement of equal opportunity targets in terms of gender. This is also related to performance, where according to Gibson et. al (2010) in Indahingwati and Nugroho (2020) there are factors that affect performance, one of the individual variables, namely individual factors based on gender.

Transformational leadership
In Robbins and Judge (2008) states that transformational leaders are leaders who inspire their followers to go beyond self-interest and who have the ability to have a profound and extraordinary influence on their followers.

Companies with transformational leaders show higher agreement among top managers regarding organizational goals, which results in superior organizational performance. With the implementation of transformational leadership, subordinates will feel trusted, valued and subordinates will appreciate their leaders more. Effectiveness in leading organizations is also influenced by gender, as revealed by Boatwright & Forrest (2007) that women prefer to interpret leadership in the form of transformation, while men prefer to interpret leadership in the form of transactions.

Performance
Performance is the overall results or success of a person during a certain period of time compared to work standards, targets or criteria that have been predetermined and agreed upon (Rivai, 2011). Rivai further stated that performance does not stand alone but is related to job satisfaction and compensation which is influenced by skills, abilities and individual traits. In other words, employee

performance is determined by ability, desire and environment. Employee performance is influenced by various characteristics possessed by each individual. In the development of a competitive and global era, companies certainly need employees who excel.

An objective performance appraisal will provide appropriate feedback for behavior changes towards increasing expected productivity and performance. Performance appraisal in various forms such as key performance indicators or key performance indexes is basically an objective and systematic process to collect, analyze and use information to determine the efficiency and effectiveness of employee tasks and achievement of targets. Performance appraisal is based on an understanding of the knowledge, skills, expertise, and behaviors required to do a good job and a broader analysis of individual attributes and behaviors.

Based on these performance variable assessment points, the indicators used by the author as a measure of performance variables in this study are the elements of work assessment as follows: impact on increasing work, employee development, basis for compensation decisions and communication skills which will be described in a questionnaire to describe conditions at PT PLN (Persero) UID North Sumatra.

Research methods

Research design

This research is based on a survey using a questionnaire about the perceptions of respondents. The questionnaire was designed using a Likert scale. The Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people towards a social phenomenon. In this study, the social phenomena raised at UID SUMUT were determined as research variables.

Research Framework
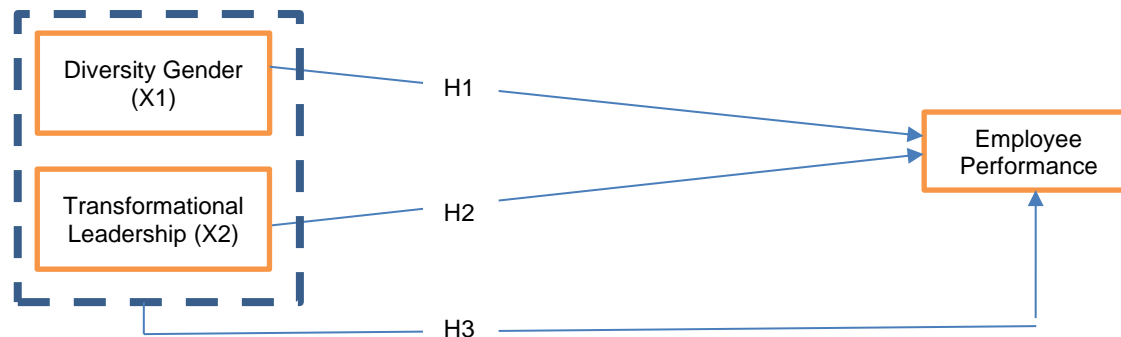
Research Hypothesis

Based on this framework, the authors try to make a hypothesis as a temporary hypothesis answer the problems that exist at PT PLN (Persero) UID North Sumatra to be tested empirically as below:

H1. There is a significant positive effect of gender diversity on employee performance.

H2. There is a significant positive influence of leadership transformational on employee performance.

H3. There is a significant positive effect between gender diversity and leadership transformational on employee performance simultaneously.

Population and Sample

Population in study This is employee at PT PLN (Persero) UID North Sumatra which is employee occupying woman position structural. Amount population in accordance with defined

characteristics as many as 102 employees structural woman . In research This technique taking sample used is Slovin's formula as following :

$$n = \frac{N}{(Ne^2) + 1} = \frac{102}{(102 \times 0.10^2) + 1} = 50 \text{ respondents}$$

Data collection technique

Data collection techniques include interviews, questionnaires, observation and a combination of the three. This study uses a combination of data collection techniques, namely, questionnaires, in the form of closed questionnaires whose answers have been provided by the researcher and the respondents only have to choose the alternatives provided.

Data analysis method

There are five steps of analysis carried out in this study, namely descriptive statistics, instrument quality test (validity and reliability test), classical assumption test (multicollinearity test, heteroscedasticity test, normality test, linearity), data analysis (multiple regression analysis, F test, t test, R^2 test) and correlation between dimensions. Overall, data processing and analysis was carried out with the help of SPSS (Statistical Product for Service Solution) version 25.

Findings

Descriptive statistics

The questionnaire was distributed to 50 respondents, consisting of 30 questions or statements representing the three variables studied. The variables are 10 questions for gender diversity (X1) and 10 questions for leadership transformational (X2) and 10 questions for the last variable employee performance (Y). Data analysis on these variables was carried out using the interval or weight approach which was tested descriptively and produced an overview of the research data for the three variables in the mean or average score, median, mode, standard deviation, variance, as well as range, minimum , maximum, amount and others.

Multiple regression analysis

Multiple linear regression analysis is used to predict the condition (increase and decrease) of the dependent variable when two or more independent variables as predictive factors are manipulated (increase and decrease in value) (Sugiyono, 2008)

Table 3. Results of multiple regression analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.150	.609		.247	.806
	Diversity Gender (X1)	.497	.170	.413	2.929	.005
	Transformational Leadership (X2)	.472	.183	.364	2.582	.013

a. Dependent Variable: Performance (Y)
Source: Data output SPSS version 25

Tabel 4. F-Simultaneous test results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.871	2	6.436	24.610	.000[b]
	Residual	12.291	47	.262		
	Total	25.162	49			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Transformational Leadership (X2), Diversity Gender (X1)

Source: Data output SPSS version 25

The effect of leadership on employee performance

Based on the SPSS "Coefficients" output table above, it is known that the Significance (Sig) value of the Gender Diversity variable (X1) is 0.005. Because the value of Sig. 0.005 <probability of 0.05, it can be concluded that H1 or the first hypothesis is accepted. This means that there is an influence of Gender Diversity (X1) on Performance (Y). Based on the SPSS output above, it is known that the calculated t value of the Gender Diversity variable (X1) is 2.929. Because the t count is 2.929 > t table 2.012 (t table = (0.025; 47)), it can be concluded that H1 or the first hypothesis is accepted. This means that there is an influence of Gender Diversity (X1) on Performance (Y).

The effect of work environment on employee performance

Based on the SPSS "Coefficients" output table above, it is known that the Significance (Sig) value of the Transformational Leadership variable (X2) is 0.013. Because the value of Sig. 0.013 <probability of 0.05, it can be concluded that H2 or the second hypothesis is accepted. This means that there is an influence of Transformational Leadership (X2) on Performance (Y). Based on the SPSS output above, it is known that the t value for the Transformational Leadership variable (X2) is 2.582. Because the value of t count is 2.582 > t table 2.012 (t table = (0.025; 47)), it can be concluded that H2 or the second hypothesis is accepted. This means that there is an effect of Transformational Leadership (X2) on Performance (Y).

The effect of leadership style and work environment on employee performance

Based on the "ANNOVA" output table above, it is known that the significant value (Sig.) in the F test is 0.000. Because Sig 0.000 <0.05, as the basis for decision making in the F test it can be concluded that Diversity Gender (X1) and Transformational Leadership (X2) simultaneously (together) have an effect on Performance (Y) or mean significant.

Conclusion

From the three hypotheses, and these results are in line with several previous studies. It can now be concluded as follows:

- The results of the H1 test prove that there is a positive and significant effect of gender diversity on employee performance at PT PLN (Persero) UID North Sumatra.
- The results of the H2 test prove that there is a positive and significant influence on leadership transformational on the performance of PT PLN (Persero) UID North Sumatra employees.

- The results of the H3 test prove that there is a simultaneous positive and significant influence between gender diversity and leadership transformational to performance employee at PT PLN (Persero) UID North Sumatra.

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