



The Influence of Women's Leadership Styles and Conflict Management on Productivity Within The Direct Sales Community of PT. XYZ

Firiana Rahman ¹

¹ Postgraduate, Telkom University

Corresponding Author: firianaok1@gmail.com

Abstract

This study aims to explore the influence of women's leadership styles and conflict management on productivity within the direct sales community of PT. XYZ. The data obtained will be analyzed using descriptive statistics and quantitative analysis. The results of this research are expected to provide recommendations to relevant parties on how to enhance productivity through effective women's leadership styles and good conflict management. The results of the descriptive analysis show that for the Women's Leadership variable, it falls under the "very good" category with a score of 84.49%, while for the Conflict Management variable, it is also classified as "very good" with a score of 33.71%. As for the Productivity variable, it is relatively high with a score of 63.18%. From the hypothesis testing, the conclusion is that women's leadership style and conflict management have a partial influence on the productivity of members in the direct sales community. Based on the results of the coefficient of determination test, it can be determined that the value of R-square is 0.118 or 11.8%. This means that 11.8% of the productivity of the direct sales community is influenced by women's leadership styles and conflict management.

Keywords: Leadership style, Women, Conflict, Productivity

1. INTRODUCTION

PT. XYZ is a company engaged in the field of Direct Selling, focusing on family education programs through exclusive book products. The projected outcome of its distributed products aims to achieve a glory, namely, Building Smart Family Through Modern Science and Moral Values. Currently, PT. XYZ has a central management structure





and branches spread across various regions in Indonesia, with tens of thousands of partners involved as direct selling agents. PT. XYZ partners are part of several direct selling communities that share a common concern for family education through products with moral values. The uniqueness of these communities lies in their composition, with nearly 99.99 percent being women from diverse professions, including homemakers, entrepreneurs, teachers, and office workers. Each direct selling community affiliated with PT. XYZ has a managerial structure with Senior Managers, Managers, and Supervisors, all of which are filled by women.

Women's involvement in direct selling is driven by the significant benefits it brings to women (Crittenden & Bliton, 2019). Direct selling provides women with alternative choices to earn additional income to support their families. This factor might be one of the reasons why women make up the majority in direct selling engagement (Ragland et al., 2015). Female leaders in the direct selling company possess their own leadership styles. For women to advance as leaders, it is crucial for them to develop and cultivate their own styles, without comparing themselves to the styles and characteristics of men (Baker, 2014). Judy Rosener was the first author to investigate the behavior of female leaders. The characteristics she described still form the foundation of our current understanding of feminine leadership qualities. Feminine traits: friendly, emotional, caring, supportive, sensitive, empathetic, and nurturing (Visser, 2011).

Transformational leadership style strongly correlates with sales productivity (Zacher & Jimmieson, 2013). Women tend to score significantly higher in overall leadership (Tibus, 2010), transformational leadership behavior, and transformational leadership characteristics. Women obtain higher scores in leadership communication equity, creative leadership, confident leadership, and visionary leadership. Emotional intelligence has a positive impact on women's leadership; female leaders with higher emotional intelligence might exhibit higher leadership performance. Furthermore, emotional intelligence positively influences organizational culture (Duan et al., 2022).

To explore the phenomenon of female leadership within the sales communities of PT. XYZ, interviews were conducted with several community leaders. Based on the interview results, a conflict arises when female leaders or their members involve ego and emotions in decision-making or communication processes. This conflict affects the decrease in individual or group engagement productivity within sales channels and directly impacts the company's set targets. One example of this phenomenon is when a female leader decides to assign sales project tasks to her members. Poorly communicated decisions due to differing perspectives





between the leader and members sometimes lead to jealousy among other members who feel left out. Jealousy affects the enthusiasm of these members in the sales and recruitment processes.

The effects of stressful life events and conflicts arising from the dual responsibilities of work and family have detrimental individual and interactive physical and mental health consequences for women (Ahmad et al., 2011). There is a clear difference in perceptions between men and women regarding work-family interference (Lilly et al., 2006). Given these conditions, female community leaders at PT. XYZ face emotional challenges that they must cope with alongside the demand for increased work productivity. A higher level of prosocial motivation among female social entrepreneurs is not necessarily tied to greater economic income. This can, in fact, become a source of conflict within the community due to differing individual goals (Humbert & Roomi, 2018). Based on these issues and phenomena, a study is conducted on the influence of female leadership styles and conflict management on productivity within the direct selling communities at PT. XYZ.

2. LITERATURE REVIEW

2.1 Organizational Behaviour

Organizational behaviour is a field of study encompassing theories, methods, and principles from various disciplines aimed at examining individual perceptions, values, individual learning capabilities, and actions while working in groups and within organizations as a whole, analyzing the impacts of the external environment on the organization and its resources, mission, goals, and strategies (Wahjono et al., 2021). Organizational behaviour is the study of individuals and groups in the context of an organization, and the study of internal processes and practices that influence the effectiveness of individuals, teams, and the organization (Hellriegel & Slocum, 2011). Conceptually, Robbins and Judge define organizational behaviour as a field of study that investigates the effects of individuals, groups, and structures on behaviour within an organization, with the intention of applying this knowledge to improve organizational effectiveness (Supartha & Sintaasih, 2017). From these various definitions, it can be concluded that organizational behaviour is a study that examines the effectiveness of an organization, encompassing teams, individuals, and the organization itself, achieved through behaviours that emerge as a result of interactions among its resources.





2.2 Productivity

Productivity is related to both material and non-material aspects, whether they are quantifiable or not quantifiable in terms of money. Essentially, work productivity encompasses an attitude that views the future optimistically with full confidence that life should be better than yesterday's results, meaning there is an improvement towards a better and more perfect direction (Bukit et al., 2017). The concept of work productivity can be observed through two dimensions: the individual dimension and the organizational dimension (Nurjaman, 2014).

Productivity can be influenced by several factors, including training, employees' mental and abilities, and the relationship between superiors and subordinates (Sutrisno, 2015). Factors that can influence productivity, as mentioned by Sedarmayanti (2017), are education, skills, discipline, mental attitude, motivation, nutrition & health, income level, social security, work environment & climate, technology, management, and others (Sedarmayanti, 2017).

The dimensions of productivity can be adapted to businesses that do not employ community members as regular employees but as freelance sales forces. In this study, the authors use two dimensions in the questionnaire instrument: performance and time management (Yunus & Ernawati, 2018), which consist of:

1. Performance
 - a. Ease of completing work tasks (Difficult - Easy)
 - b. Job Quality (Poor - Good)
2. Time Management
 - a. Completion of daily task lists according to plan (Not Finished - Finished)
 - b. Average speed of completing each task (Slow - Fast)
 - c. Average availability of time to complete each task (Low - High)

2.3 Conflict Management

The dynamics occurring within a group or organization necessitate a leader to possess the ability to manage conflicts. Conflict can become positive if well-managed and can enhance productivity. Conflict is a differing perception in interpreting a situation and condition, subsequently manifesting in the form of actions that lead to disputes with certain parties (Fahmi, 2016). Conflict is a process that begins when one party perceives that another party has negatively influenced, or is about to negatively influence, something of concern to the first party (Wahjono et al., 2021).





According to T. Hani Handoko, there are five types of conflicts within organisational life (Fahmi, 2016): Conflict within an individual, conflict between individuals within the same organisation, conflict between individuals and groups, conflict between groups within the same organisation, and conflict between organisations. Factors influencing conflict management (Duha, 2014) encompass individual differences, including differences in opinions and feelings, being underestimated, suffering losses, workload, and change. Conflict arises when conditions create opportunities for conflict. Potential opposition or mismatched conditions can be utilised within three categories: communication, structure, and variables (Wahjono et al., 2021). Four dimensions of conflict exist (Ma et al., 2017): cognitive conflict, affective conflict, interest-based conflict, and behavioural conflict. Based on these dimensions, the author employs a questionnaire instrument focused on behavioural conflict (Kuriakose & Sreejesh, 2022), which includes:

1. Several team members frequently obstruct or disturb others.
2. Some team members often do not support others.
3. Several team members frequently counter each other's efforts.
4. Some team members are often uncooperative.

The focus of conflict management always relates to human behaviour issues. When behaviour is understood as the key to achieving goals within an organization, the effectiveness of conflict management becomes more evident (Darling, 2021). Conflict management typically refers to deliberate control over the open behaviour of parties involved in the conflict (Clinton, 1972). Ma et al. (2017) stated that when employees work together, behavioural conflicts are unavoidable, and a lack of understanding of the effects of behavioural conflicts creates challenges for practitioners and academics. In line with this, Ma et al. (2017) emphasized the importance of addressing the impacts of behavioural conflicts on various outcomes to enhance conflict management processes within organizations. According to Thomas, as cited in Montes et al. (2012), conflict management is defined as a general and consistent orientation toward other parties and conflict issues, reflected in observable behaviour.

2.4 Women's Leadership Styles

Leadership style, essentially, entails the manifestation of behaviors exhibited by a leader, which concern their ability to lead. Such manifestation typically takes on a particular pattern or form (Chaniago, 2017). Leadership is a complex phenomenon involving the leader, followers, and the situation (Richard et al., 2012). Leadership is a science that





comprehensively examines how to direct, influence, and oversee others to carry out tasks in accordance with planned commands (Fahmi, 2016). Female leaders often embody consensus builders, conciliators, and collaborators. They are transformational leaders who motivate and exhibit flexibility in their leadership styles, going beyond self-interest for the betterment of the group or organisation (Klenke, 2011). Zenger and Folkman assert that women are consistently rated higher than men in leadership competencies such as taking initiative, self-development coaching, displaying higher integrity and honesty, driving outcomes, developing others, inspiring and motivating others, and building relationships (Paludi & Denmark, 2018). Female workers, especially those with families, are more likely to opt for part-time job roles, flexible work schedules, and telecommuting (working from home) to accommodate family responsibilities (Wahjono et al., 2021). According to Bass, transformational leadership encompasses four components: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Wahjono et al., 2021). Transformational leaders make followers aware of the importance and value of work and encourage them to transcend personal interests for the organisation (Yukl, 2013).

Factors influencing leadership style include individual factors, positional factors, and situational factors (Chaniago, 2017). The ability to inspire and motivate others is a classic characteristic associated with transformational leadership (Hurley & Shumway, 2015). True women leaders harness their characteristics and inspire millions to become the best versions of themselves through their own exemplary conduct. According to Bass, the dimensions of transformational leadership are as follows: (1) Charisma: Providing vision and mission, instilling pride, respect, and trust; (2) Inspiration: Communicating high expectations, using symbols to focus efforts, expressing important purposes; (3) Intellectual Stimulation: Intelligence, rationality, careful problem-solving; (4) Individualized Consideration: Personal attention, treating employees as individuals, coaching and advising (Wahjono et al., 2021). The author employs an instrument developed by Bass & Avolio (Juyumaya & Torres, 2022), namely:

1. The leader speaks optimistically about the future.
2. The leader tends to speak enthusiastically about what needs to be achieved.
3. The leader builds a convincing vision of the future.
4. The leader expresses belief that goals will be achieved.
5. The leader dedicates most of their time to teaching and training.
6. The leader treats members as individuals, not just as group members.





7. The leader believes that each member has different needs, abilities, and aspirations from others.
8. The leader assists in developing members' strengths.

2.5 The Relationship Between Women's Leadership Style and Productivity

According to Smith and Spears, servant leadership refers to a leadership style in which a leader's duty is to "serve" employees in the management process, such as assisting employees in gaining development and training to become productive workers, thus benefiting the Company (Sudarmo et al., 2021). The leader's role is to provide the context and situation for creativity and productivity (Politis, 2005). The relationship between leadership and productivity (a case study in the HR department of PT. PLN (Persero) Distribution Central Java) shows that there is an influence between leadership and employee productivity (Irtanto et al., 2013). Therefore, in this research, it is assumed as follows:

Hypothesis 1: There is an influence of women's leadership style on productivity.

2.6 The Relationship Between Conflict Management and Productivity

Conflict management is one of the factors that affect the enhancement of organizational productivity. Conflict management influences employee productivity (Wahyuni & Hasaniyah, 2019). Based on the outcomes of research conducted regarding the influence of work-family conflict for women who are employed and have additional roles within the family on productivity, it was discovered that conflict significantly affects work productivity (Paramytha & Pradhanawati, 2019). Thus, in this study, the following assumption is made:

Hypothesis 2: There is an influence of conflict management on productivity.

3. RESEARCH METHOD

The analysis methods employed in this research are descriptive and quantitative analysis. Descriptive analysis is utilized to portray the characteristics of respondents and research variables. Quantitative analysis is employed to test hypotheses through statistical tests.

In the study conducted on members of the direct sales community at PT. XYZ, the researcher employed the probability sampling method, which involves selecting samples in such a way that each member of the population has an equal chance of being chosen. To determine the sample size, the calculation based on the Slovin formula will be used. From





the calculated results, with rounding applied, the required sample size is 342 samples. This number represents the minimum quantity according to the Slovin formula (Nurdin & Hartati, 2019). Based on the final sample size of 342, the number of samples used in this study is considered sufficient, following the guidance on sample size for research by Sugiyono (2022).

In this research, only two types of variables are employed:

1. Independent Variable (X)

This variable is often referred to as a stimulus variable, predictor, or antecedent. In Bahasa Indonesia, it is commonly known as a "variabel bebas" or independent variable. An independent variable is one that influences or causes changes or the emergence of a dependent variable (Sugiyono, 2022). The independent variables utilized in this study are women's leadership style and conflict management.

2. Dependent Variable (Y)

This variable is often referred to as an output variable, criterion, or consequence. In Bahasa Indonesia, it is known as a "variabel terikat" or dependent variable. A dependent variable is a variable that is influenced or is a result, due to the presence of independent variables (Sugiyono, 2022). The dependent variable used in this research is productivity.

To illustrate the sub-variables and items of the variables that will be used as questionnaire material, an operationalization of the influence of Women's Leadership Style and Conflict Management on Productivity in the direct sales community of PT. XYZ is developed (refer to Table 1).

Table 1. Operationalization of Variables

Variables	Sub-variables	Indicators	Scale	Item Number
Women's Leadership Style (X1) by Bass & Avolio in Juyumaya & Torres (2022)	Charisma	Leaders construct a convincing vision of the future.	Ordinal	1
		Leaders speak optimistically about the future.	Ordinal	2





	Inspirasi	Leaders tend to speak enthusiastically about what needs to be achieved	Ordinal	3
	Intellectual Simulation	Leaders express confidence that goals will be achieved.	Ordinal	4
	Observing Individuals	Leaders devote a significant portion of their time to teaching and training.	Ordinal	5
		Leaders treat members as individuals and not just as part of a group.	Ordinal	6
		Leaders believe that each member has distinct needs, abilities, and aspirations from others	Ordinal	7
		Leaders assist in developing the strengths of members.	Ordinal	8
Conflict Management (X2) by Kuriakose & Sreejesh (2022)	Behavioral Conflict	Some team members often obstruct or disrupt others.	Ordinal	9
		Some team members frequently fail to support others.	Ordinal	10
		Some team members frequently counter each other's efforts.	Ordinal	11
		Some team members often lack cooperation.	Ordinal	12
		Some team members frequently take sides and oppose each other.	Ordinal	13
		Productivity (Y) by Yunus & Ernawati (2018)	Performance	Ease in completing workloads.
Job Quality.	Ordinal			15





	Time Management	Completion of daily task lists as per the plan.	Ordinal	16
		Average completion speed for each task.	Ordinal	17
		Average availability of time to complete each task.	Ordinal	18

In this study, the measurement employs an ordinal scale. An ordinal scale is a measurement scale that indicates something is more than another. It provides rank values to the dimensions of a construct or measured variable, thus illustrating an order of assessment or level of preference (Abdullah, 2015).

To ensure the questionnaire taken can be used as an instrument to measure what should be measured, validity and reliability tests are conducted. Validity testing is used to determine whether a question or statement item is suitable as a measuring tool for the intended variable. For attitude scale data, validity testing employs the Pearson Product Moment formula (Sugiyono, 2022). A question is considered valid and capable of measuring the intended research variable if its validity coefficient value (critical r) is greater than or equal to 0.3 (Azwar, 2010). From the calculations using the Pearson Product Moment formula, it is found that all questions have validity coefficient values greater than 0.3 (critical r value greater than 0.3), thus it can be concluded that these statement items are valid constructs. After establishing the validity of the created questionnaire, the next step is to conduct reliability testing.

Reliability refers to the dependability, stability, consistency, predictability, and accuracy of a measurement (Ulber, 2009). In this study, for the attitude scale, the reliability test technique employed is Cronbach's Alpha. A question is considered reliable and successfully measures the intended variable if its reliability coefficient is greater than or equal to 0.7 (Azwar, 2010). Based on the reliability test calculations for the three research variables, all three variables exhibit good reliability since they possess reliability coefficients greater than the critical value of 0.7. Consequently, each statement in the questionnaire can be further analyzed.

Descriptive statistics are used to analyze data by describing or depicting the collected data as is, without intending to draw general conclusions or make generalizations (Sugiyono, 2022). In this study, questionnaires were distributed to predetermined samples, followed by the application of descriptive analysis techniques to obtain the percentage and perception of community members regarding the independent variables (X), namely women's leadership





style and conflict management, and the dependent variable (Y), which is productivity. This analysis aims to determine the extent of the influence of women's leadership style and conflict management on productivity within the direct sales community at PT XYZ.

Quantitative analysis involves analyzing research data in numerical form and utilizing statistics (Sugiyono, 2022). In the context of this confirmatory study, quantitative analysis is employed using the Structural Equation Modeling (SEM) approach based on variance or components, namely Partial Least Squares (PLS), to verify the relationships between variables. The selection of the PLS analysis method in this study is based on the alignment with research criteria and the necessary analysis prerequisites.

4. RESULT

4.1 Descriptive Analysis

The overview of research data can be utilized to enrich the discussion. Through the depiction of response data, insights into respondents' reactions towards each studied variable can be discerned. To facilitate a more comprehensible interpretation of the variables under investigation, categorization of respondent response scores is performed. Descriptive analysis is conducted with reference to each variable present within the scope of the study. The average response of respondents regarding the Women's Leadership Style variable (X1) is calculated. The total score value is determined to be 11,558, and an overall percentage value of 84.49% of respondent reactions towards the Women's Leadership Style variable (X1) falls within the range of 84.00% – 100.00%. Based on these findings, it can be concluded that respondents' feedback regarding the Women's Leadership Style variable (X1) falls into the category of very good. The average response of respondents regarding the Conflict Management variable (X2) is computed. The total score value is found to be 2,882, and an overall percentage value of 33.71% of respondent reactions towards the Conflict Management variable (X2) lies within the range of 20.00% – 36.00%. Consequently, it can be inferred that respondents' feedback regarding the Conflict Management variable (X2) falls into the category of very good. It is noteworthy that the interpretation for the Conflict Management variable is inverted. The average response of respondents regarding the Productivity variable (Y) is calculated. The total score value is ascertained to be 5,402, and an overall percentage value of 63.18% of respondent reactions towards the Productivity variable (Y) is situated within the range of 52.00% – 68.00%. As per these outcomes, it can be deduced that respondents' feedback regarding the Productivity variable (Y) falls into the category of fairly high.



4.2 Measurement and Structure Model

In this quantitative analysis, related to the construction of a structural equation model, hypothesis testing will be conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. This approach estimates complex models with multiple constructs, indicator variables, and structural paths without imposing distribution assumptions on the data (Hair et al., 2019). The calculation process of the PLS-SEM model is carried out utilizing the assistance of the SmartPLS software program.

Convergent validity involves the testing of construct validity. An indicator is considered to have good validity if it possesses a loading value of 0.50 to 0.60, which is deemed sufficient (Chin 1998, as cited in Ghozali, 2014), thus making it usable for research purposes. Based on estimation results obtained using the SmartPLS software program, the model testing output is obtained as follows.

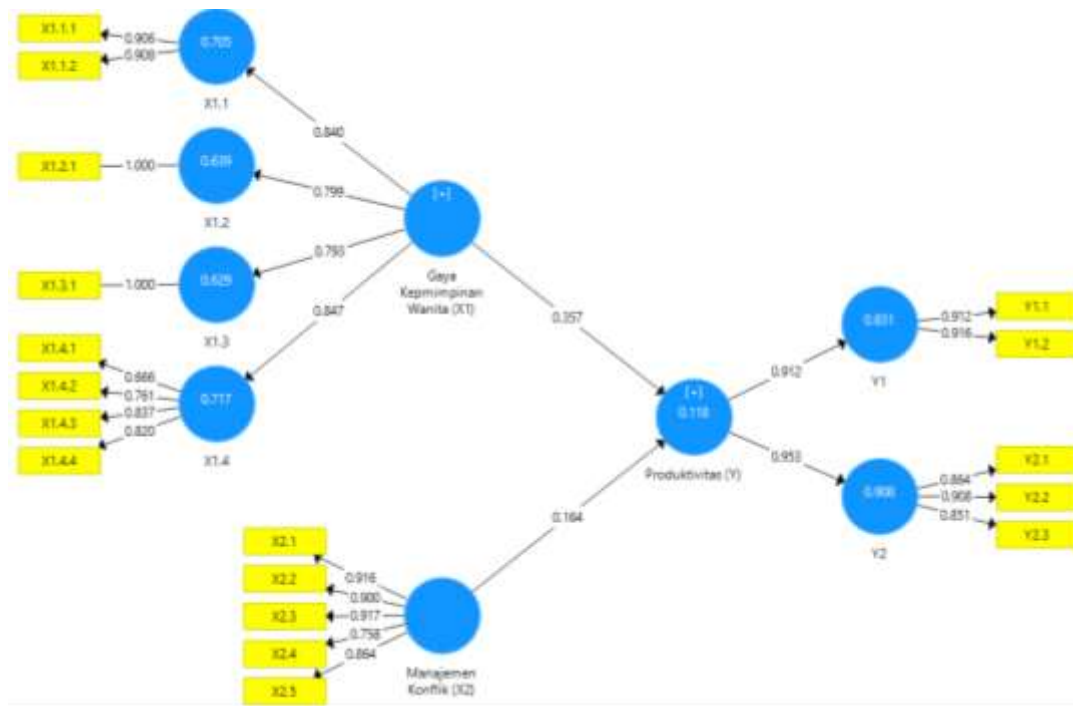


Figure 1. Outer Loading Factor Evaluation Diagram

Based on the results of the final model testing, it was found that all manifest (observed) variables have loading factors greater than 0.60. Thus, the SEM-PLS model is said to possess good construct validity.

Subsequently, an average variance extracted (AVE) test was conducted to further reinforce the findings of convergent validity, with the criterion that if the AVE value > 0.5 (Hair et al., 2019), then the constructs used in the study are considered valid. The results of the AVE test, conducted using the PLS program, are presented below (Table 2):

Table 2. Average Variance Extracted Values

Laten	Average Variance Extracted (AVE)	R critical	Criteria (AVE ≥ 0.5)
X1.1	0,823	0,5	Valid
X1.2	1,000	0,5	Valid
X1.3	1,000	0,5	Valid
X1.4	0,599	0,5	Valid
Y1	0,835	0,5	Valid
Y2	0,765	0,5	Valid
Women's Leadership Style (X1)	0,518	0,5	Valid
Conflict Management (X2)	0,762	0,5	Valid
Productivity (Y)	0,694	0,5	Valid

All latent variables have AVE values greater than 0.5. This indicates that the indicators forming the latent constructs exhibit good convergent validity when observed in terms of the average variance extracted values.

Next is discriminant validity. This testing process is conducted to measure the extent to which a construct is truly distinct from other constructs. Discriminant validity testing is carried out through the Fornell-Lacker Criterion analysis, which is a validity test performed by comparing the correlations between variables or constructs with the square root of the Average Variance Extracted (\sqrt{AVE}). Discriminant validity is said to be established if the square root of the AVE for each latent variable is greater than the correlations between other latent variables (Table 3).

Tabel 3. Fornell Larcker Criterion

	X1	X2	Y	X1.1	X1.2	X1.3	X1.4	Y1	Y2
X1	0.719								
X2	0.314	0.873							
Y	0.306	0.052	0.833						
X1.1	0.840	0.270	0.196	0.907					
X1.2	0.799	0.312	0.217	0.637	1.000				
X1.3	0.793	0.237	0.216	0.656	0.640	1.000			
X1.4	0.847	0.238	0.325	0.513	0.537	0.510	0.774		
Y1	0.335	0.051	0.912	0.214	0.249	0.242	0.350	0.914	
Y2	0.250	0.046	0.953	0.161	0.168	0.172	0.269	0.744	0.874

Based on the results of the discriminant validity testing through the Fornell-Lacker criterion, it is evident that the square root of the AVE (\sqrt{AVE}) for each construct is greater than the correlations between each construct and other constructs.

Another method that can be employed to measure discriminant validity is through cross-loading analysis between indicators and their corresponding constructs. This involves comparing the correlations of indicators with their associated constructs to correlation coefficients with other constructs. The correlation coefficient between an indicator and its associated construct should be greater than that with other constructs (Table 4).

Table 4. Cross Loading Discriminant Validity Test Values

	X1.1	X1.2	X1.3	X1.4	X2	Y1	Y2
X1.1.1	0.906	0.587	0.573	0.464	-0.230	0.199	0.147
X1.1.2	0.908	0.569	0.617	0.466	-0.260	0.188	0.145
X1.2.1	0.637	1.000	0.640	0.537	-0.312	0.249	0.168
X1.3.1	0.656	0.640	1.000	0.510	-0.237	0.242	0.172
X1.4.1	0.365	0.354	0.343	0.666	-0.236	0.162	0.076

X1.4.2	0.327	0.328	0.308	0.761	-0.132	0.169	0.089
X1.4.3	0.425	0.462	0.430	0.837	-0.196	0.320	0.257
X1.4.4	0.457	0.494	0.476	0.820	-0.179	0.395	0.363
X2.1	-0.233	-0.313	-0.203	-0.208	0.916	0.048	0.054
X2.2	-0.291	-0.307	-0.277	-0.228	0.900	0.020	0.037
X2.3	-0.233	-0.237	-0.192	-0.224	0.917	0.072	0.045
X2.4	-0.253	-0.280	-0.211	-0.158	0.758	0.000	0.016
X2.5	-0.218	-0.278	-0.203	-0.206	0.864	0.022	0.016
Y1.1	0.227	0.237	0.221	0.296	0.033	0.912	0.667
Y1.2	0.165	0.219	0.221	0.344	0.060	0.916	0.692
Y2.1	0.119	0.183	0.187	0.282	0.043	0.662	0.864
Y2.2	0.145	0.138	0.186	0.229	0.048	0.715	0.908
Y2.3	0.160	0.119	0.072	0.193	0.029	0.566	0.851

All indicators exhibit higher correlations with their respective constructs compared to other constructs. Thus, it can be concluded that the research model demonstrates good discriminant validity in terms of cross-loading discriminant validity.

Cronbach's Alpha and Composite Reliability are used to assess the reliability of constructs. Each construct is considered reliable if it has a Cronbach's Alpha and Composite Reliability greater than 0.70 (Hair et al., 2017). However, if Cronbach's Alpha and Composite Reliability are greater than 0.60, they can still be deemed reliable. The results of the reliability test using the Smart PLS software program are presented below (Table 5).

Tabel 5. Cronbach's Alpha dan Composite Reliability

Latent	Cronbach's Alpha	Composite Reliability
X1.1	0.785	0.903
X1.2	1.000	1.000
X1.3	1.000	1.000
X1.4	0.774	0.856
Y1	0.802	0.910
Y2	0.846	0.907
Women's Leadership Style (X1)	0.865	0.894



Conflict Management (X2)	0.928	0.941
Productivity (Y)	0.889	0.919

Based on Table 5, it can be observed that certain latent constructs have Cronbach's Alpha values greater than 0.6. This indicates that the latent constructs exhibit good reliability. Furthermore, all latent constructs also have Composite Reliability values greater than 0.60. The obtained Cronbach's Alpha and Composite Reliability values collectively suggest that the model possesses strong reliability.

Hypothesis testing in this study is conducted using path coefficient values, t-values, and p-values. To assess significance and prediction in hypothesis testing, one can refer to the path coefficient and t-value (Kock, N. 2016). The prediction and significance in hypothesis testing can be determined from the p-value. The values of the t-table can be found in the following table.

Table 6. T-Table Value

	<i>Two-tailed</i>
t-tabel	1,96

According to Kock, N. (2016), with a confidence level of 95% (alpha 5%), one-tailed, the obtained T-table values are as follows:

1. If the calculated t-statistic ≥ 1.96 (used for direct effects), then H_0 is rejected, and H_1 is accepted.
2. If the calculated t-statistic < 1.96 (used for direct effects), then H_0 is accepted, and H_1 is rejected.

The significance level of the tested variables is presented in the form of values indicated on the arrow connecting one variable to the target variable.



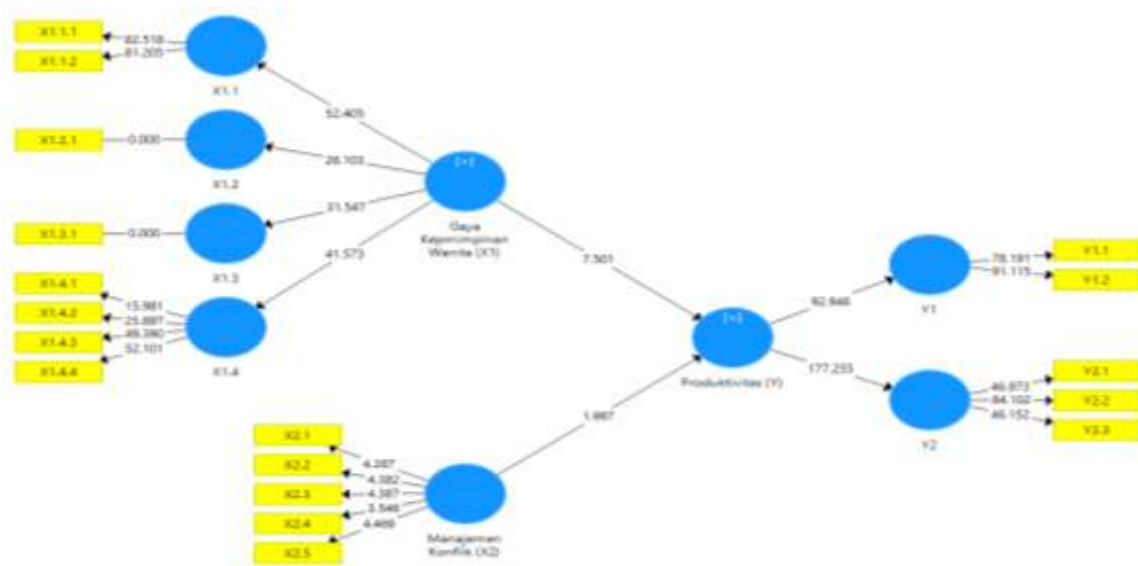


Figure 2. Significance Values (t-value)

The first research hypothesis states: "Women's leadership style influences productivity." From this hypothesis, the statistical hypothesis is formulated as follows:

H_{0.1}: $\gamma_1 = 0$: Women's leadership style does not influence productivity;

H_{1.1}: $\gamma_1 \neq 0$: Women's leadership style influences productivity.

Subsequently, based on the above hypothesis, hypothesis testing is conducted using the bootstrapping method with SmartPLS software, and the obtained values are as follows :

Table 7. Path Coefficients and t-values of the Influence of Women's Leadership Style on Productivity

Influence	Original Sample (O)	t-Statistic	p-value	Conclusion
Women's Leadership Style's Influence on Productivity	0,357	7,501	0,000	Reject H _{0.1}

The obtained value of the Original Sample (O), which is 0.357, indicates that the direction of the influence of women's leadership style on productivity is positive or in the

same direction. This means that the better the women's leadership style, the higher or better the productivity. The influence of women's leadership style on productivity is significant, with a t-statistic value of 7.501, which is greater than the t-table value of 1.96 ($7.501 > 1.96$), and a p-value of 0.000, which is smaller than the 5% alpha level (0.05). Therefore, H1.1 is accepted, indicating that women's leadership style has an influence on productivity.

The second research hypothesis states: "Conflict management influences productivity." From this hypothesis, the statistical hypothesis is formulated as follows :

$H_{0.2}: \gamma_2 = 0$: Conflict management does not influence productivity;

$H_{1.2}: \gamma_2 \neq 0$: Conflict management influences productivity.

Subsequently, based on the above hypothesis, hypothesis testing is conducted using the bootstrapping method with SmartPLS software, and the obtained values are as follows (Table 8):

Table 8. Path Coefficients and t-values of the Influence of Conflict Management on Productivity

Influence	Original Sample (O)	t-Statistic	p-value	Conclusion
Conflict Management Influence on Productivity	0,164	1,997	0,046	Reject $H_{0.2}$

The obtained value of the Original Sample (O), which is 0.164, indicates that the direction of the influence of conflict management on productivity is positive or in the same direction. This means that the better the conflict management, the higher or better the productivity. The influence of conflict management on productivity is significant, with a t-statistic value of 1.997, which is greater than the t-table value of 1.96 ($1.997 > 1.96$), and a p-value of 0.046, which is smaller than the 5% alpha level (0.05). Therefore, H1.2 is accepted, indicating that conflict management has an influence on productivity.

Inner model evaluation involves analyzing the relationships between constructs. Inner model testing includes R square, f square, and Q-square predictive relevance. Based on the testing results using SmartPLS, the obtained R Square results are as follows (Tabel 9):

Tabel 9. R Square

	R Square	Relationships
Productivity (Y)	0,118	Weak

R Square with a value of 0.67 indicates a strong model, a value of 0.33 indicates a moderate model, and a value of 0.19 indicates a weak model (Chin, 1998). From the results in Table 9, it can be seen that the R-Square for the variable Productivity (Y) is 0.118, which means that Women's Leadership Style (X1) and Conflict Management (X2) collectively influence Productivity (Y) by 11.8%, while the remaining 88.2% is influenced by other variables not examined in this study.

Next, let's consider the value of f Square. A value of 0.02 indicates a small effect size, an Effect Size of 0.15 indicates a medium effect size, and an Effect Size of 0.35 indicates a large effect size (Cohen, 1988 as cited in Yamin and Kurniawan, 2011:21). Based on the testing results using SmartPLS, the obtained F Square results are as follows (Table 10).

Table 10. F Square

Variable	Effect Size	Rating
Productivity (Y)		
Women's Leadership Style (X1)	0,130	Small
Conflict Management (X2)	0,027	Small

Q-square testing is employed to measure how well the model-generated observations match the estimated parameters. A Q-square value greater than 0 indicates that the model possesses predictive relevance, while a Q-square value less than 0 signifies that the model lacks predictive relevance (Cohen, 1988 as cited in Yamin and Kurniawan, 2011:21). The Q-square value obtained by utilizing the R Square values in Table 8 results in the following calculations (Table 11) :

Tabel 11. Q2 Predictive Relevance

Variabel	R Square	1-R Square
Produktivitas (Y)	0,118	0,882
Q ² =	Q ² = 1- (1-0,118) = 11,8%	



Galat =	$Q^2 = 100\% - 11,8\% = 88,2\%$
---------	---------------------------------

Based on the calculations above, it is evident that the Q-square value is greater than 0. This indicates that the observed values have been well-reconstructed, signifying the model's predictive relevance. This means that there is a relative influence of 0.118 or 11.8% from the structural model on the measurement observations for endogenous latent variables, with 88.2% being the model error.

The Goodness of Fit (GoF) index is used to evaluate both the measurement and structural models, and additionally provides a simple measure for overall model prediction. A GoF value of 0.10 signifies a small category, a GoF value of 0.250 is considered medium, and a GoF value of 0.36 is classified as large. For this reason, the GoF index is calculated from the square root of the average communality index and average R-square values. Based on the calculation, the obtained GoF value is 0.710, indicating that its classification falls under the large (high) category.

5. DISCUSSION

5.1 The Influence of Women's Leadership on Productivity

This study finds that women's leadership styles have an impact on the productivity of community members in the direct sales company PT. XYZ. This discovery is consistent with prior research by Irtanto et al. (2013) regarding the relationship between leadership and employee productivity at PT. PLN (Persero) Distribusi Jawa Tengah. According to their study, leadership has a positive influence on employee productivity. The results indicate that effective leadership styles can enhance productivity. Furthermore, this study reveals that women's leadership styles have a more significant effect on productivity compared to their conflict management strategies. The most influential dimension of women's leadership style is charisma, where leaders speak optimistically about the future and are inclined to express enthusiasm about what needs to be achieved. These dimensions and indicators of women's leadership style characterize women as having a transformational leadership style. Transformational leadership is an approach centred on leaders using idealistic and moral strengths to motivate and transform employee performance and behaviour. Qualities such as a clear vision, motivation, inspiration, and driving creativity are frequently associated with this leadership style, as conveyed by Bass in Wahjono et al. (2021) and Bass & Avolio in Juyuma & Torres (2022).





Women with transformational leadership styles can significantly enhance team members' productivity. They can inspire and motivate their team members to work towards common goals, create an inclusive work environment, empower team members, and establish a strong vision for the organization's future.

Additionally, the study indicates that a leader's role as a provider of context and a setting for creativity and productivity is crucial (Politis, 2005). Female leaders with effective leadership styles have the ability to create a supportive work environment that fosters and encourages creativity among team members as individuals. They also possess the ability to embrace diverse perspectives and ideas, which can foster collaboration and innovation in the workplace. Therefore, female leaders who can create an environment that supports creativity and productivity can strengthen the relationship between their leadership style and team members' productivity. This aligns with the research finding that the next most influential dimension is individual consideration by female leaders. Female leaders who invest time in coaching, accommodating aspirations, and developing individuals can enhance team members' productivity even in the presence of interpersonal conflicts.

There is evidence supporting the notion that female leadership enhances productivity. However, it is essential to remember that a leader's success is not solely determined by their gender. Both men and women can be effective leaders with diverse leadership styles. The primary focus of this research is on women's leadership styles and their impact on productivity.

In conclusion, this study concludes that women's leadership styles, particularly transformational leadership, enhance the productivity of team members in the direct sales community. Female leaders have the capacity to inspire, create a creativity-supporting environment, and promote collaboration, all of which contribute to improving overall team performance and productivity. To enhance overall organizational performance and productivity, it is crucial to acknowledge and appreciate various leadership styles, including those of female leaders.

5.2 The Influence of Conflict Management on Productivity

This study finds that conflict management affects the productivity of community members in the direct sales company PT. XYZ, albeit not to the same extent as women's leadership styles. This finding is in line with prior research, such as that conducted by Ibrahim et al. (2012), Wahyuni & Hasaniyah (2019), and Paramytha & Pradhanawati (2019),





which also found that conflict management affects organizational or team member productivity.

According to the research conducted by Ibrahim et al. (2012) at the Muhammadiyah Midwifery Academy, one of the contributing factors to enhanced organizational productivity is conflict management. Organizations with the ability to effectively manage conflicts tend to have higher productivity levels. Team members can focus on their tasks without unnecessary disruptions from unresolved conflicts because effective conflict management prevents prolonged conflicts that can harm interpersonal relationships.

The research hypothesis is also supported by findings from Wahyuni & Hasaniyah (2019) on conflict management's impact on employee work productivity. They concluded that employee productivity is influenced by conflict management concurrently. This indicates that effective conflict management can improve overall team member productivity as team members can collaborate more effectively and stay focused on common goals.

Furthermore, research by Paramytha and Pradhanawati in 2019, which investigated the influence of role conflict for women who work and have other roles within the family on work productivity, provides evidence. They found that conflict significantly affects work productivity. This suggests that the pressure resulting from role conflicts can influence a team member's performance and productivity.

Previous studies indicate that effective conflict management has an impact on employee productivity. Effective conflict management reduces disruptions and enhances harmonious working relationships, allowing employees to work more efficiently and productively. Therefore, companies should prioritize effective conflict management through training and appropriate strategies to address workplace conflicts and tensions.

Female leaders should act as mediators and facilitators to reach mutually beneficial agreements when dealing with conflicts. Reducing conflicts and enhancing overall productivity can also be aided by a workplace culture that is open, inclusive, and communicative. Therefore, effective conflict management will be key to improving organizational productivity and team performance. In the case of PT. XYZ, behavioral conflicts among predominantly female members are inevitable due to different interests and the tendency of women not to favor competition and to use their emotions when perceiving things. These behavioral conflicts can be minimized with the strength of the transformational leadership style possessed by female leaders. According to Tibus (2010), women score much higher in overall leadership, transformational leadership behavior, and transformational leadership characteristics.





6. CONCLUSION

Based on the results of the research and the discussion conducted in the previous chapters regarding "the influence of women's leadership styles and conflict management on productivity in the direct sales community of PT XYZ," the following conclusions can be drawn:

1. Women's leadership styles in the PT XYZ company's community are categorized as excellent.
2. Conflict management in the PT XYZ company's community is categorized as excellent.
3. Productivity in the PT XYZ company's community is categorized as quite high.

Women's leadership styles have a significant influence on productivity in the direct sales community at PT. XYZ. Female leaders with effective leadership styles can motivate and inspire team members to achieve sales targets, create an inclusive work environment, and build positive relationships by practicing good conflict management. This has a positive impact on team member performance and productivity, contributing positively to the achievement of organizational goals.

Conflict management also has a significant influence on productivity in the direct sales community at PT. XYZ, especially in conjunction with transformational women's leadership styles. Effective conflict management helps prevent the escalation of issues and tensions that can disrupt work productivity. Effective conflict management enables team members to focus on core tasks and find collaborative solutions, which enhances team performance and overall productivity.

The combined influence of women's leadership and conflict management on productivity in the PT XYZ company's community is 11.8%, while the remaining 88.2% is influenced by other variables not examined in this study. Therefore, this study also finds that, especially in direct sales companies with the majority of community sales partners being women, productivity is influenced not only by leadership styles and conflict management but also by other variables. These variables warrant further research in the future.

REFERENCES

- Abdullah, M. (2015). *Metoda Penelitian Kuantitatif* (Cetakan 1). Yogyakarta: Aswaja Pressindo.
- Ahmad, M. S., Fakhr, Z., & Ahmed, J. (2011). Working women work-life conflict. *Business Strategy Series*, 12(6), 289–302.
- Azwar S. (2010). *Reliabilitas dan Validitas*. Yogyakarta: Pustaka Pelajar.





- Baker, C. (2014). Stereotyping and women's roles in leadership positions. *Industrial and Commercial Training*, 46(6), 332-337.
- Bukit, B., Malusa, T., & Rahmat, A. (2017). *Pengembangan Sumber Daya Manusia*. Yogyakarta : Zahir Pusblishing.
- Brown, Lorra M. (2010). The relationship between motherhood and professional advancement Perceptions versus reality. *Employee Relations*, Vol. 32 No. 5, 2010 pp. 470-494. Emerald Group Publishing
- Chaniago, A. (2017). *pemimpin & kepemimpinan*. Jakarta : Penerbit Lentera Cendikia.
- Clinton F. Fink. (1972) Conflict Management Strategies Implied by Expected Utility Models of Behavior, *American Behavioral Scientist* Volume 15, Issue 6 Pages: 837 - 858
- Crittenden, V. L., & Bliton, K. H. (2019). Direct selling: The power of women helping women. In *Go-to-Market Strategies for Women Entrepreneurs: Creating and Exploring Success* (pp. 195-205). Emerald Group Publishing Ltd.
- Darling, John R. (2021). Effective conflict management: use the behavior style model, *Leadership and Organization Journal* 22/5 (2021) 230-242
- Duan, W. H., Asif, M., Nik Mahmood, N. H., & Wan Zakaria, W. N. (2022). Emotional intelligence and high-performance leadership of women leaders: the mediating role of organization culture. *Management Research Review*.
- Duha, T. (2014). *Perilaku Organisasi*. Yogyakarta : Deeplubish.
- Duryadi. (2021). *Metoda Penelitian Ilmiah*. Semarang : Yayasan Prima Agus Teknik.
- Fahmi, I. (2016). *Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja*. Jakarta : Mitra Wacana Media.
- Ghozali, Imam, Hengky Latan. 2015. *Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris*. Semarang :BP Undip.
- Hair, J.F. Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019), "When to use and how to report the results of PLS-SEM", *European Business Review*, Vol. 31 No. 1, pp. 2-24.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2017a), *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, Sage, Thousand Oaks, CA.
- Hellriegel, Don., & Slocum, J. W. (2011). *Organizational behavior*. South-Western Cengage Learning.
- Hikmawati, F. (2020). *Metodologi Peneltian*. Depok : Rajawali Press.
- Humbert, A. L., & Roomi, M. A. (2018). Prone to "care"?: Relating motivations to economic and social performance among women social entrepreneurs in Europe. *Social Enterprise Journal*, 14(3), 312-327.





- Hurley, K., & Shumway, P. (2015). *Praise for Real Women, Real Leaders*. New Jersey : John Wiley & Sons, Inc.
- Ibrahim, Y., Idris, J., Usman, N., Banda Aceh, K., Fakultas,), & Dan, K. (2012). *Manajemen Konflik Dalam Peningkatan Produktivitas Di Akademi Kebidanan Muhammadiyah Banda Aceh*. *Pascasarjana Universitas Syiah Kuala*, 12(1), 70–81.
- Iman Wahjono, S., Marina, A., Rahim, A. R., Rasulong, I., & Yani, T. I. I. (2021). *Perilaku Organisasi di Era Revolusi Industri 4.0*. Depok : PT. RajaGrafindo Persada.
- Irfanul, H. (2015). *Pengaruh Kepemimpinan Dan Konflik Internal Terhadap Produktivitas Kerja Karyawan Pada Pt Tri Bakti Sarimas Kab Kuantan Singingi*. *Jom FEKON*, 2(1).
- Irtanto, R., Pradhanawati, A., & Farida, N. (2013). *Pengaruh Budaya, Kepemimpinan dan Motivasi terhadap Produktivitas Kerja Karyawan pada PT. PLN (persero) Distribusi Jawa Tengah dan D.I. Yogyakarta di semarang*. *Dipenogoro Journal of Social and Politic*,
- Juyumaya, J., & Torres, J. P. (2022). *Effects of transformational leadership and work engagement on managers' creative performance*. *Baltic Journal of Management*.
- Klenke, K. (2011). *Women In Leadership: Contextual Dynamics And Boundaries*. Emerald Group Publishing Limited.
- Kock, N. (2016). *Hypothesis testing with confidence intervals and P values in PLS-SEM*. *International Journal of e-Collaboration*, 12(3), 1-6.
- Kuriakose, V., & Sreejesh. (2022). *Behavioural Conflict on Employee Wellbeing: Role of Negative Affect State and Workplace Fun*. *Benchmarking*.
- Lilly, J. D., Duffy, J. A., & Virick, M. (2006). *A gender-sensitive study of McClelland's needs, stress, and turnover intent with work-family conflict*. *Women in Management Review*, 21(8), 662–680.
- Ma, L., Yang, B., Wang, X., & Li, Y. (2017). *On the dimensionality of intragroup conflict: An exploratory study of conflict and its relationship with group innovation performance*. *International Journal of Conflict Management*, 28(5), 538–562.
- Montes, C., Rodriguez, D., & Serano, Gonjalo. (2012). *Affective choice of conflict management styles*. *International Journal of Conflict Management Vol. 23 No. 1*. pp. 6-18
- Moore, D. P., Moore, J. L., & Moore, J. W. (2011). *How women entrepreneurs lead and why they manage that way*. *Gender in Management*, 26(3), 220–233.
- Nurdin, I., & Hartati, S. (2019). *Metodologi Penelitian Sosial*. Depok : Media Sahabat Cendekia.
- Nurjaman K. (2014). *Manajemen Personalialia*. CV. Pusaka Setia.





- Paludi, M. A., & Denmark, F. L. (2018). Women and leadership. In Women and Leadership. Springer International Publishing.
- Paramytha, E., & Pradhanawati, A. (2019). Pengaruh Konflik Peran Ganda dan Keterampilan terhadap Produktivitas pada PT. Royal Korindah.
- Politis, J. D. (2005). Dispersed leadership predictor of the work environment for creativity and productivity. *European Journal of Innovation Management*, 8(2), 182–204.
- Rachbini, W., Rachbini, D. J., & Khumaedi, E. (2020). *Metode Riset Ekonomi & Bisnis*. Jakarta : INDEF.
- Ragland, C. B., Brouthers, L. E., & Widmier, S. M. (2015). Institutional theory and international market selection for direct selling. *Marketing Intelligence and Planning*, 33(4), 538–555.
- Richard L, H., Robert C, G., & Gordon J, C. (2012). *Leadership Enhancing the Lessons of Experience (7th Edition)*. New York : Mc Graw-Hill.
- Samo, A. H., Qazi, S. W., & Buriro, W. M. (2019). Labelling them is negating them: A phenomenological study of stereotypes and followers' experiences about women leadership in Pakistan. *Management Research Review*, 42(3), 391–411.
- Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. Bandung : Refika Aditama.
- Setiawan, D. A., Sasmita, J., & Amsal, C. (2014). Pengaruh kepemimpinan dan konflik kerja terhadap produktivitas PT. Pure light pakanindo pekanbaru. *Jurnal Online Mahasiswa (JOM) Bidang Ilmu Ekonomi Universitas Riau*, 1.
- Ritch L. Sorenson, Eric A. Morse and Grant T. Savage.(1999). A test of the motivations underlying choice of conflict strategies in the dual-concern model. *International Journal of Conflict Management*, vol. 10 no. 1.
- Sudarmo, Suhartanti, P. D., & Prasetyanto, W. E. (2021). Servant leadership and employee productivity: a mediating and moderating role. *International Journal of Productivity and Performance Management*.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D: Vol. Cetakan 29 (Edisi 2)*. Bandung : CV. Alfabeta.
- Supartha, W. G., & Sintaasih, D. K. (2017). *Pengantar Perilaku Organisasi*. CV Setia Bakti. 2017.
- Sutrisno, E. (2015). *Manajemen Sumber Daya Manusia*. Jakarta : Kencana Prenada Media Group.
- Ulber, S. (2009). *Metode Penelitian Sosial*. Bandung : PT Refika Aditama.





- Tibus, C. (2010). Leadership beyond the glass ceiling: Does ownership matter? *Leadership and Organization Development Journal*, 31(8), 743–757.
- Visser, M. (2011). *The Female Leadership Paradox*. New York : Palgrave MacMillan
- Wahyuni, U., & Hasaniyah Alfi. (2019). Pengaruh Manajemen Konflik Terhadap Produktivitas Kerja Karyawan (Studi Kasus Pada Rumah Jahit K'-Onk (Rjk) Di. In *Journal of Management and Accounting (Vol. 2, Issue 1)*.
- Yamin, Sofyan dan Heri Kurniawan. 2011. *Generasi Baru Mengolah Data Penelitian dengan Partial Least Square Path Modeling: Aplikasi dengan Software XLSTAT, SmartPLS, dan Visual PLS*. Jakarta : Salemba Infotek.
- Yukl, G. (2013). *Leadership in Organizations (Eighth Edition)*. Pearson Education Limited. 2013.
- Yunus, E. N., & Ernawati, E. (2018). Productivity paradox? The impact of office redesign on employee productivity. *International Journal of Productivity and Performance Management*, 67(9), 1918–1939.
- Zacher, H., & Jimmieson, N. L. (2013). Leader-follower interactions: Relations with OCB and sales productivity. *Journal of Managerial Psychology*, 28(1), 92–106.
- Zeler, I., Fuentes-Lara, C., & Moreno, Á. (2022). Female leadership in communication management in Spain: making a difference in a sexist culture. *Corporate Communications*, 27(5), 74–92.

