INCREASE WOMEN LEADERS AS A CORPORATE PERFORMANCE DRIVERS IN BUILDING MATERIAL COMPANY

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Abstrac: SDG 5, or Sustainable Development Goal 5, is one of the 17 goals established by the United Nations in 2015 as part of the 2030 Agenda for Sustainable Development. SDG 5 grants women and girls equal rights and opportunities to live free without discrimination, including workplace discrimination, career opportunities, and violence. The achievement of SDG 5 is critical to creating a sustainable future where women can contribute to society without fear of discrimination. The problem statement in this research is what key success, motivation, and competency are needed for women to become leaders, there are a constraint and perceptions about women that can be barriers to becoming a leader, how support system can help women to become leaders, women have limitations in their career development. The dependent variable in this study is the "Leadership" driver and the independent variables in this study are the "General/Key Success", "Motivation", "Ability", "Role", "Situational" and "Constraint" drivers. Situational Factors, constraints, general/key success and abilities significantly influence women's leaders. To increase women's leadership at SIG, the things that need to be improved are: create a women's leadership program at the age of 30s by increasing the competencies that are important for women to improve, provide facilities for women employees, so that their obstacles can be minimized, such as daycare, breastfeeding rooms, etc., increase women's confidence to show their abilities, increasing women's motivation in self-actualization, improving the support system for women from family

Keyword: Women, Leaders, Leadership

INTRODUCTION

SDG 5, or Sustainable Development Goal 5, is one of the 17 goals established by the United Nations in 2015 as part of the 2030 Agenda for Sustainable Development. SDG 5 focuses on gender equality and empowering all women and girls. Achieving gender equality and empowering all women and girls is the target of SDG (Sustainable Development Goal) 5. SDG 5 grants women and girls equal rights and opportunities to live free without discrimination, including workplace discrimination, career opportunities, any violence. The achievement of SDG 5 is critical to creating a sustainable future where women can contribute to society without fear of discrimination.

Sustainability has become a term that is commonly used today. It is matters. Humans are starting to realize the need for balance between living in the present and in the future. Some natural resources, e.g., Fossil fuels, are limited and non-renewable natural resources. Then, there is also the issue of climate change which has the potential to pose risks. To ensure the availability of natural resources for all humans in the future, every human being needs to manage natural resources wisely and mitigate risks related to climate change. With climate change becoming increasingly real, Indonesia realizes its role and potential to contribute to global efforts to combat climate change.

PT Semen Indonesia (Persero) Tbk "SIG" is Indonesia's largest building material company, controlling approximately 50% market share. SIG is committed to increasing the role of women in the company. SIG Commitment is given by providing equal opportunities regardless of

gender for career development in the company according to competence and performance achievements. Female Talent is one of the sustainability targets of SIG that is aligned with SOE's ministry target. SIG shows a commitment to achieving gender equality and empowering all women employees. Same with the target of SDG (Sustainable Development Goal) 5. SDG 5 grants women and girls equal rights and opportunities to live free without discrimination, including workplace discrimination, career opportunities, any violence.

SIG's commitment simultaneously supports achieving the Sustainable Development Goals (SDGs), the fifth goal of which is gender equality. SIG is committed to creating a healthy and conducive work environment to encourage the best talents to develop optimally in the company regardless of gender differences and prevent discrimination. This also aligns with the main values of SOEs, AKHLAK (Trusted, Competent, Harmonious, Loyal, Adaptive, and Collaborative). Female employees in SIG who can show the best performance in the company and develop competence continuously will open career opportunities regardless of gender. One of the BOD in SIG is a woman (Operation Director). This is evidence of affirmative action from management in supporting the realization of equality in leadership.

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Based on The letter was published by Minister of State Owned Enterprises as SOEs shareholder. S-683/MBU/10/2022, There are KPI & Initiative Strategic for sub cluster cement company "SIG" "Ratio Women in the nominated talent, These KPIs support the S pillars of ESG".

Category	Strategic Initiative	ESG	KPI
Talent Development	Create World Class & Professional HC	Social	Ratio Nominated Women Talent
Source : S-683/MBU/10/2022, Shareholders Aspiration			

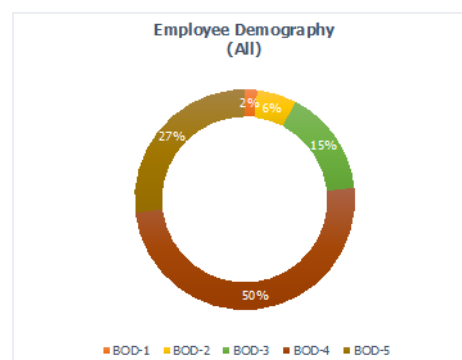Figure I. Shareholder's Aspiration

Figure 2. Employee Demography

SIG is a manufacturing-based company, most of its employees are male. There are 5 levels of position levels in SIG, the highest position level is BOD-1 which is 2%.
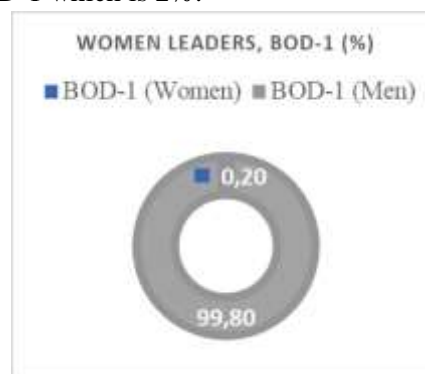

Figure 3. Ratio Women Leaders (BOD-1) in SIG

As shown above, it can be seen that the Ratio of Women Leaders (BOD-1) at SIG is still relatively small, namely as much as 0.2%. Furthermore, the ratio of the number of female talents (BOD-1) at SIG is also still low at 3.4% in 2023 from the target of 20% annually. If seen from the graph above, it can be seen that there has been a decline from 2020 to 2023.

With some of the data above, the problem statement in this research can be formulated as follows::

1. What key success, motivation, and competency are needed for women to become leaders
2. There are a constraint and perceptions about women that can be barriers to becoming a leaders
3. How support system can help women to become leaders Women have limitations in their career development.

RESEARCH METHODOLOGY

The research method conducted in this study uses a quantitative approach. In this study, the data collection used was as follows:

1. Questionnaire
   This study used questionnaires or questionnaires, and the list of questions was made in a structured manner in the form of statements. This method is used to obtain data on the facts that happened to the respondent.
2. Secondary Data
   Secondary data is collected from internal data and other relevant sources.

RESULT AND DISCUSSION

The survey itself consists of 49 questions, with the drivers "General (Key Success, Training, Development Skills and Behaviors to become a Women Leader)", "Motivation", "Ability", "Role", "Situational Factors", and "Constraints". Each question was measured using a Likert scale with 6 values, namely Strongly Disagree (1), Disagree (2), Somewhat Disagree (3), Somewhat Agree (4), Agree (5) and Strongly Agree (6). Conditions related to each driver will be discussed next.
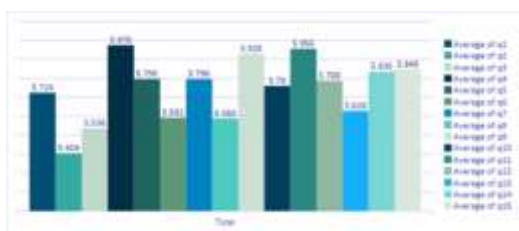

Figure 4   Average value of Common driver

indicators

The "General" Driver consists of 15 indicators. Of all the indicators, the average value is Agree to Strongly Agree. Of the fifteen indicators, the indicator with the largest average is the fourth with a value of 5.976. While the value of the second indicator is the lowest, namely 5.404.
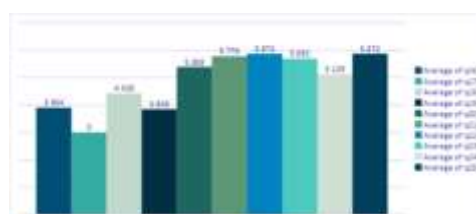

Figure 5   The average value of the Driver Motivation indicator

Driver "Motivation" consists of 10 indicators. The average value of all indicators is Somewhat Disagree to Strongly Agree. Of the ten indicators with the largest average are the 22nd and 25th indicators with a value of 5.872. While the value of the 17th indicator is the lowest, namely 3.
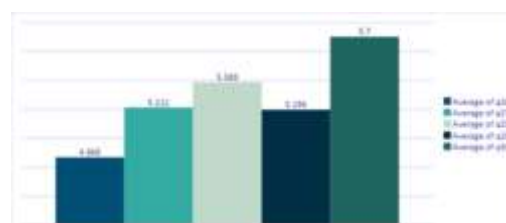

Figure 6 The average value of the Driver Ability indicator

The "Ability" driver consists of 5 indicators. The average value of all indicators is Somewhat Agree to Strongly Agree. Of the five indicators, the indicator that has the largest average is the 30th indicator with a value of 5.7. While the value of the 26th indicator is the lowest, namely 4.868.
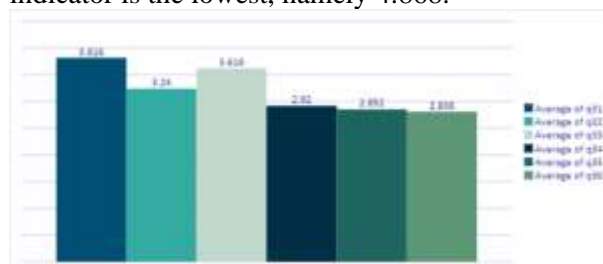

Figure 7. The average value of the Driver Role indicator

Driver "Role" consists of 6 indicators. Of all the indicators, the average value is Disagree to Slightly Agree. Of the six indicators, the indicator with the largest average is the 31st, with a value of 3.816. While the value of the 36th indicator is the lowest, namely 2.808.
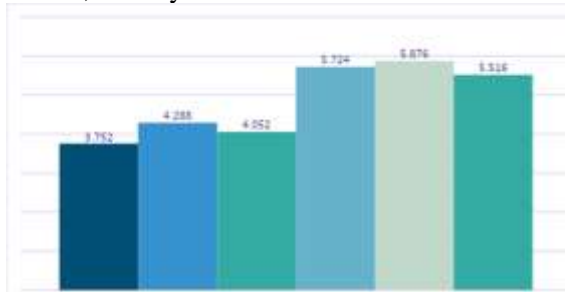

Figure 8. The average value of the Social driver indicator

The "Situational Factor" driver consists of 6 indicators. The average value of all indicators is Somewhat Disagree to Strongly Agree. Of the six indicators, the indicator that has the largest average is the 41st indicator with a value of 5.876. While the value of the 37th indicator is the lowest, namely 3.752.
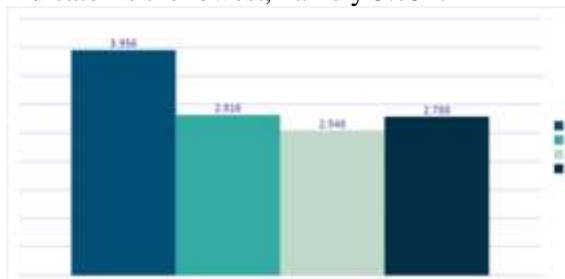

Figure 9. The average value of the Constraint driver indicator

The "Constraint" driver consists of 4 indicators. Of all the indicators, the average value is Disagree to Slightly Agree. Of the four indicators, the indicator with the largest average is the 43rd with a value of 3.956. While the value of the 45th indicator is the lowest, namely 2.548.
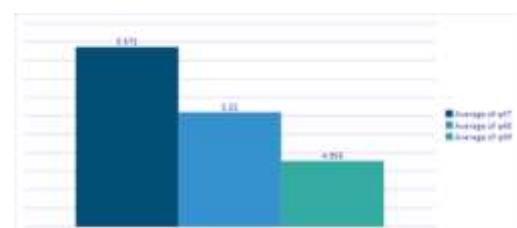

Figure I0. The average value of the Constraint driver indicator

Driver "Leadership" consists of 3 indicators. The average value of all indicators is Somewhat Agree to Strongly Agree. Of the three indicators, the indicator that has the largest average is the 47th indicator with a value of 5.572. While the value of the 49th indicator is the lowest, namely 4.956.

Instrument Validity and Realibity Test
To ensure the validity and reliability of the instrument, before the implementation of filling out the instrument by the respondents, the instrument was tried out first. While the reliability test is used to test the instrument's consistency if the data collection activity is carried out repeatedly.

Table 1. Validity and Realibility test

Questions	Correlation Coefficient	Significance Level	Result
Q1	0.728082	1.475176e-42	Valid
Q2	0.922373	1.979047e-104	Valid
Q3	0.541962	1.734262e-20	Valid
Q4	0.407874	1.935136e-11	Valid
Q5	0.784784	1.912054e-53	Valid
Q6	0.849517	7.907802e-71	Valid
Q7	0.792536	3.429123e-55	Valid
Q8	0.551728	2.576210e-21	Valid
Q9	0.609694	7.703173e-27	Valid
Q10	0.774125	3.697471e-51	Valid
Q11	0.573876	2.684106e-23	Valid
Q12	0.819547	6.521946e-62	Valid
Q13	0.598036	1.225814e-25	Valid
Q14	0.658862	1.671356e-32	Valid
Q15	0.789432	1.750897e-54	Valid
Q16	0.893119	5.089672e-88	Valid
Q17	-	-	Not Valid
Q18	0.842253	1.692495e-68	Valid

Questions	Correlation Coefficient	Significance Level	Result
Q19	0.814774	1.206084e-60	Valid
Q20	0.853691	3.182189e-72	Valid
Q21	0.608828	9.498608e-27	Valid
Q22	0.593665	3.361269e-25	Valid
Q23	0.681274	1.870225e-35	Valid
Q24	0.688526	1.818757e-36	Valid
Q25	0.543874	1.199771e-20	Valid
Q26	0.870208	3.319618e-78	Valid
Q27	0.932231	1.793636e-111	Valid
Q28	0.948658	5.666606e-126	Valid
Q29	0.923300	4.729379e-105	Valid
Q30	0.627137	9.839558e-29	Valid
Q31	0.625778	1.395733e-28	Valid
Q32	0.876100	1.533878e-80	Valid
Q33	0.752098	8.289974e-47	Valid
Q34	0.861082	8.348488e-75	Valid
Q35	0.761775	1.162758e-48	Valid
Q36	0.857622	1.406483e-73	Valid
Q37	0.785649	1.230758e-53	Valid
Q38	0.863015	1.667661e-75	Valid
Q39	0.930314	5.046530e-110	Valid
Q40	0.628697	6.572377e-29	Valid
Q41	0.613390	3.128046e-27	Valid
Q42	0.625477	1.507853e-28	Valid
Q43	0.776167	1.379496e-51	Valid
Q44	0.711260	7.666679e-40	Valid
Q45	0.848024	2.437596e-70	Valid
Q46	0.850036	5.331018e-71	Valid
Q47	0.715654	1.564143e-40	Valid
Q48	0.791676	5.402839e-55	Valid
Q49	0.870596	2.349408e-78	Valid

Table 3 shows that of the 49 questions above, 48 items in the instrument are valid, while 1 is invalid.

Cronbach Alpha Test

Table 2. Cronbach Alpha Test

Variabel/Driver	Cronbach-Apha value	Conclusion
Umum / Key Success	0,9103917258801387	Excellent
Motivation	0,7937574519274637	Acceptable
Ability	0,8957254800059845	Good
Role	0,8554178448273347	Good
Social	0,8192407360310138	Good
Kendala	0,7941010222105543	Acceptable
Leadership	0,7027389565382881	Acceptable

Simple Linear Regression Result

Tabel 3. Simple Linear Regression Result

Variable	Coefficient	Standard Error	p-value
Konstanta	0,1769	0,079	0,027
Umum/Key Success	0,2213	0,073	0,003
Motivation	-0,3607	0,055	0,000
Ability	0,2006	0,054	0,000
Role	0,0867	0,086	0,313
Situational	0,4228	0,060	0,000
Kendala	0,3145	0,073	0,000

Table 3 shows that five drivers have a p-value <

0.05, namely General/Key Success, Motivation, Ability, Role, Social, and Constraints, while the driver with a p-value > 0.05 is a Role driver. This means that the Role driver is not significant effect on Leadership drivers. Then when viewed from the regression coefficient, the driver with the most significant influence on leadership is the Situational variable with a regression coefficient of 0.4228. Furthermore, other drivers with the most significant influence are Motivation, Constraints, General/Key Success, and Ability. In addition to the strength of the significance of each variable, from the regression coefficient, it can also be seen that the direction of the relationship between Driver Motivation and Driver Leadership is negative, while other drivers have a positive direction.

Discussion

From the research results obtained, the:
1. Situational Factors, constraints, general/key success, and abilities significantly influence women's leaders.
2. To increase the key success of women to become company leaders is to increase the competencies such as detail-oriented, micro-management, business acumen, confidence building, cultivating network and partnership, strong commitment, learning agility, good communication, decision making, critical thinking, caring leadership.
3. The women's leadership program is also considered important as a key success factor and situational factor for increasing women leaders in the company.
4. The biggest obstacle of women to become leaders is that the family/husband demands greater responsibility for the family and women delay their careers when they have toddlers.
5. To become leaders, women must have extra effort and increase confidence because they are shy about showing their ability.

CONCLUSION

As the table of linear regression results that have been done, it can be seen that Situational Factors, constraints, general/key success followed by abilities significantly

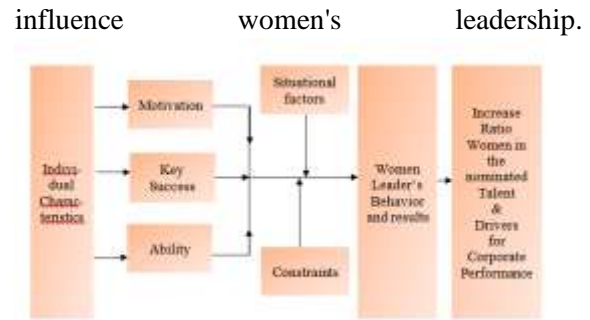influence women's leadership.

Figure 11

The conclusion from the results of this study also resulted in several recommendations, including:

1. Create a women's leadership program at the age of 30s by increasing the important competencies for women to improve.
2. Provide facilities for women employees, so that their obstacles can be minimized, such as daycare, breastfeeding rooms, etc.
3. Increase women's confidence to show their abilities.
4. Increasing women's motivation in self-actualization.
5. Improving the support system for women from family.

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