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The Influence of Women's Leadership on Employee Engagement Mediated by Organizational Citizenship Behaviour at Digital Agencies

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ABSTRACT

Leadership roles in companies have a huge influence on employee retention and voluntary behavior. Leader has a very crucial role in building relationships between employees and the company, since employee is an important element of a company. Women leaders are frequently associated with leadership styles that emphasize collaboration, understanding, empathy, and the development of strong interpersonal relationships, all of which can influence employee engagement. This research aims to analyze the influence of women's leadership on employee engagement mediated by organizational citizenship behavior. The research investigates this relationship at digital agencies using quantitative descriptive approach and a cross sectional method. Involving 54 respondents, consisting of employees and clients of the company, this research employs structural equation modeling partial least square (SEM PLS). The test results indicate that women's leadership has a positive and significant influence on employee engagement. Furthermore, organizational citizenship behavior is positively and significantly impacted by women in leadership roles. Nonetheless, there is no moderating effect of corporate citizenship behavior on the connection among staff involvement and women in leadership.

Keywords: *Employee Engagement, Organizational Citizenship Behavior, Women Leadership*

INTRODUCTION

Leadership roles in companies have a huge influence on employee retention and voluntary behavior. Leader has a very crucial role in building relationships between employees and the company, since employee is an important element of a company. Employees will have a sense of caring and belonging when they have a strong sense of being a major and important part of the company when they have a sense of attachment to work and to the the company (Fadhillah et al., 2023). Women's involvement in business management is generally focused on administrative tasks. While this has a positive impact on company performance and sustainability, women are not systematically trained or adequately educated for leadership roles in business. In other words, while women's administrative roles are recognized as making a positive contribution, there is still inequality in the training and education provided to women to develop leadership skills in a business context (Bağış et al., 2023).

Employees with high engagement will utilize all their cognitive, physical, and emotional abilities to turn activities and responsibilities at work into significant achievements. Additionally, employees with good engagement can provide voluntary behavior and extra roles to the company (Fidyah & Setiawati, 2020). Voluntary behavior and extra roles refer to the organizational citizenship behavior. Organizational citizenship behavior includes actions such as support work colleagues, participate in company activities, and contribute to the success of the company. Employees who are given full support from their leaders are able to produce positive feedback to the company.

High employee engagement is beneficial to the company performance (Coffie et al., 2023). One of the advantages of having high employee engagement is employees are more loyal, making them less likely to leave the company. Employee engagement is the key to the company's growth and competitive advantage among competitors in similar industries. However, given the reality of today's workplace, not all companies have high levels of employee engagement.

It is important to consider strategies that encourage employee engagement and create a supportive work environment. One strategy is to look at the role of leadership in improving employee engagement, especially the role of women in leadership (Dunlop & Scheepers, 2023). Women leaders are frequently associated with leadership styles that emphasize collaboration, understanding, empathy, and the development of strong interpersonal relationships, all of which can influence employee engagement. As a result, women in leadership positions can be an effective strategy for increasing employee engagement.

The research's theoretical objective is to provide a positive impact on the field of management science, specifically on the topic of human resource management. This research provides a contribution to management science literature with novel insights concerning the aspects that influence the level of

employee engagement at a company. In addition to providing theoretical insights into management science, this research offers companies a practical benefit by enabling them to identify and incorporate employee engagement-influencing elements. Hopefully, companies may enhance their efforts to increase employee engagement by realizing that employee engagement is critical to the success of a company.

LITERATURE REVIEW

Employee Engagement

Employee engagement includes three components: energy, dedication, and absorption (Abduraimi et al., 2023). Employee engagement is a state in which employees feel involved and accountable for the responsibilities assigned to them by the company (Wu et al., 2023). Employee engagement is described as employee involvement using the physical, cognitive, and emotional abilities of employees to carry out their work responsibilities (Ali et al., 2022). For instance, a study conducted in the United States suggests that when half of the company's employees do not have employee engagement, it will significantly decrease the company's productivity (Sahni, 2021).

In the context of this research, employee engagement refers to the cognitive, physical, and emotional involvement concerning the employee's role in the workplace. Employee engagement represents pleasant emotions in the workplace, which are manifested in increased effort at work. Employee engagement has a meaningful impact on the employees' work performances as it will impose a significant sense of involvement on the employees, not just concerning their salary, but also with the growth and progress of the company (Pulungan & Rivai, 2021). Therefore, employee engagement is essential for companies to achieve stable economic growth (Zeler et al., 2022).

Women Leadership

The current phenomena demonstrates an increase in the number of women in leadership roles in both the private and public sectors. Previous research, however, revealed that the gender gap within the Spanish labor market persists (Zeler et al., 2022). Although most professions are filled by women, the feminization effect is precisely one of the factors that cause the gap to persist. Researchers have also revealed that women leadership is considered to have a positive relationship with employee engagement due to the effectiveness of women's leadership styles competent in becoming leaders (Sutianingsih & Kirom, 2023).

In addition, there is a meaningful impact of a woman's leadership style on employee engagement. It has been found that women leaders gain more support from the private and public sectors (Kulkarni & Mishra, 2022). According to empirical evidence, women are more effective leaders in a number of areas, such

as being able to motivate others, communicate effectively, create a great work atmosphere, think strategically, and pay attention to employees' concerns (Kana et al., 2022).

Women are seen to be capable of transforming personal interests into a single shared interest in order to achieve a company's goal. The interactive leadership style, which emerged organically from women's life experiences, is characterized by democratic behavior, a greater degree of respect and concern for subordinates or employees, and a willingness to share ideas and decision-making power with them.

Organizational Citizenship Behavior

Organizational citizenship behavior plays a role in improving employee well-being through collaboration between employees (Casu et al., 2021). This organizational citizenship behavior includes the voluntary actions of employees who engage in activities outside of their job responsibilities that are not regulated by the company's regulations but are beneficial to the company given that they can increase the organization's effectiveness and efficiency, indicating that the organization or company is functioning properly.

Organizational citizenship behavior can also be defined as discretionary actions, which include additional roles that are not explicitly or directly recognized by the formal system yet able to make the company function more efficiently and effectively (Soelton, 2023). It can be concluded that organizational citizenship behavior is an important aspect in understanding employees' willingness to accept help from others (Yaakobi & Weisberg, 2020).

The Influence of Women Leadership on Employee Engagement

The quality of the relationship between a leader and their employees greatly influences the level of employee engagement (Wu et al., 2023). Previous research indicated that the presence of women employee has influence on the company's level of employee engagement (Saqib & Khan, 2023; Tunyi et al., 2023). Women are also considered to possess various favorable characteristics when positioned as leaders (Basdekis et al., 2023).

The Influence of Women Leadership on Organizational Citizenship Behavior

The relationship between leaders and their subordinates in the context of women's leadership will make employees feel safe and comfortable in the work environment (Radu et al., 2017). This is due to the fact that women tend to be calmer when positioned under pressure (Artz et al., 2022). Thus, this may create more peaceful working situations and environments in the company. This can cause employees to go the extra mile with their work.

The Influence of Women Leadership on Employee Engagement Mediated by Organizational Citizenship Behavior

Women's leadership has a positive impact on companies due to the characteristics of women which are often assessed as having more sensitivity towards other people, the ability to communicate well and build strong working relationships with both clients and employees (Tran et al., 2018). A good relationship between leaders and employees will increase the level of employee engagement, attachment, and commitment to their work and the company. Employees with high engagement tend to take positive voluntary actions outside of their main duties, such as helping colleagues, participating in company activities, or contributing creative ideas (Srimulyani & Hermanto, 2022). This research model is structured in a conceptual framework that can be seen below.

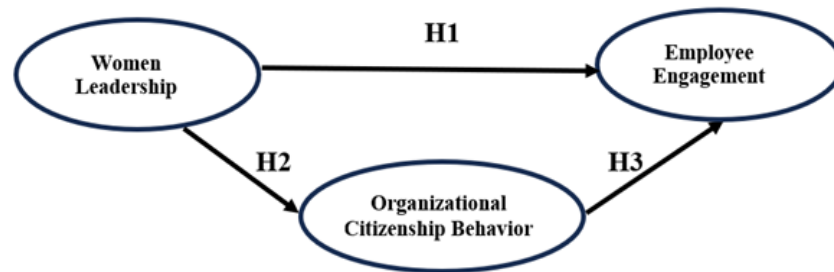


Figure 1. Research Model

Source: Processed Data by Researchers

RESEARCH METHODOLOGY

This research uses cross-sectional approach with descriptive quantitative research type. The descriptive approach aims to provide the most accurate description of the collected information to analyze the data. The term cross-sectional approach refers to a data collecting method in a specific time to analyze the correlation between risk factors (Sekaran & Bougie, 2020). A total of 54 respondents involved in this research were taken from 49 populations of employees and clients from a digital agency called CV Agrapana Lavanya. Primary data is involved in this research which utilizes data sources from the first-hand sources, which are individuals who work in the company or clients of the company.

The questionnaire was used as a data collection instrument in the context of this research. This research also uses secondary data. Secondary data is accessed by researchers through intermediaries and this data source is obtained through documentative studies. Journals and articles relevant to the research topic are the examples of secondary data used in this research. The Likert scale is used as a measurement scale in this research, where this scale is used to evaluate perceptions, attitudes, and opinions of groups or individuals. The data

classifications applied in this research scale include strongly disagree (1), disagree (2), slightly disagree (3), agree (4), and strongly agree (5).

This research uses the Partial Least Squares (SEM) method, by involving validity and reliability tests (outer model) and coefficient of determination test, goodness of fit tests, and hypothesis testing (inner model). In order to evaluate reliability and validity, a measurement model called the outer model is used. This measurement model works to identify how much the results that were obtained which consist of reflective construct validity are confirmatory in nature. On the other hand, a measurement model called the inner model is used to identify the causal relationship between variables (Hair et al., 2014).

RESULT AND DISCUSSION

The data from 54 respondents, based on gender, there were 31 female participants and 23 male participants. Most participants have an age range between 18 to 22 years, covering around 58.5% or 31 participants. Participants within age range of 23 to 25 years totaled around 24.5% or 13 participants. Meanwhile, participants with an age range of 26 to 28 years amounted to 5 participants or around 9.4%, and the rest were over 28 years old, consisting of 4 participants or around 7.5%. In the context of position, most participants occupy full-time positions, as many as 30 participants or around 55.6%. Respondents who have internship positions amounted to 19 people or 35.2%, and the rest are clients totaling 5 respondents or 9.3%. The duration of work for most respondents is 6 months to 12 months, totaling 29 respondents or 54.7%, 1 month to 6 months amounted to 14 people or 26.4%, 26.4% respondents or 14 people worked more than 2 years, and the remaining 3.8% or 2 respondents have worked for 1 to 2 years. This research uses SmartPLS 3.2.9 software to test these results. The results of the test its indicators, and against other variables. Hence, the intended loading value must be greater for the same indicator, which is consistent with the test results.

Table 1. Loading Factor Value

Indicator	Loading Factor	Indicator	Loading Factor	Indicator	Loading Factor
EE1	0,70	OCB1	0,74	WL1	0,78
EE2	0,72	OCB2	0,72	WL2	0,72
EE3	0,76	OCB3	0,76	WL3	0,77
EE4	0,78	OCB4	0,82	WL4	0,78
EE5	0,81	OCB5	0,71	WL5	0,75

Source: Processed Data by Researchers

Model Evaluation

By considering the following criteria, the evaluation of the measurement model in this research can be carried out.

1. Convergent Validity

Table 1 provides the result of the Loading Factor test produces a loading factor value > 0.70 . Average Variance Extracted (AVE) value > 0.50 , Reliability tests can be evaluated by examining Cronbach's alpha value > 0.70 and composite reliability value > 0.7 . It can be concluded from Table 2 that each variable in the study, namely Employee Engagement (EE), Organizational Citizenship Behavior (OCB), and Women Leadership (WL), are reliable because it has met the specified testing criteria. In other words, all variables in this study are reliable. Table 2 below provides more information about the reliability test.

Table 2. Cronbach's Alpha, Composite Reliability and AVE Value

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.81	0.87	0.57
Organizational Citizenship Behavior	0.81	0.87	0.57
Women Leadership	0.82	0.87	0.58

Source: Processed Data by Researchers

2. Discriminant Validity

Discriminant validity or validity testing in this research was carried out to assess the value between the indicator and its variables, as well as to provide certainty that compared to other latent variables, the value load for the same indicator in predicting the latent variable is higher. Table 3 below describes the information related to the discriminant validity values.

Table 3. Cross Loading Value

Cross Loading	Employee Engagement	Organizational Citizenship Behavior	Women Leadership
Employee Engagement 1	0.70		
Employee Engagement 2	0.72		
Employee Engagement 3	0.76		

Employee Engagement 4	0.78		
Employee Engagement 5	0.81		
Organizational Citizenship Behavior 1		0.74	
Organizational Citizenship Behavior 2		0.72	
Organizational Citizenship Behavior 3		0.76	
Organizational Citizenship Behavior 4		0.82	
Organizational Citizenship Behavior 5		0.71	
Women Leadership 1			0.78
Women Leadership 2			0.72
Women Leadership 3			0.77
Women Leadership 4			0.78
Women Leadership 5			0.75

Source: Processed Data by Researchers

The cross-loading value appears to exceed or reach 0.07 which can be seen in Table 3 above. This implies that, compared to other latent

variables, the latent variable can estimate indicators more accurately. In another words, this model has met the specified criteria.

3. Structural Model

An evaluation of the structural value in PLS is carried out through consideration of the t_{value} or path coefficient for each path to test the significance between constructs in the structural model as well as consideration of the coefficient determination or R-square value for the dependent construct. Path coefficients were analyzed to assess the significance of the influence between constructs. The sign of the path coefficient should be following the theoretical hypothesis, and this can be observed from the t-test value when the bootstrapping process is conducted.

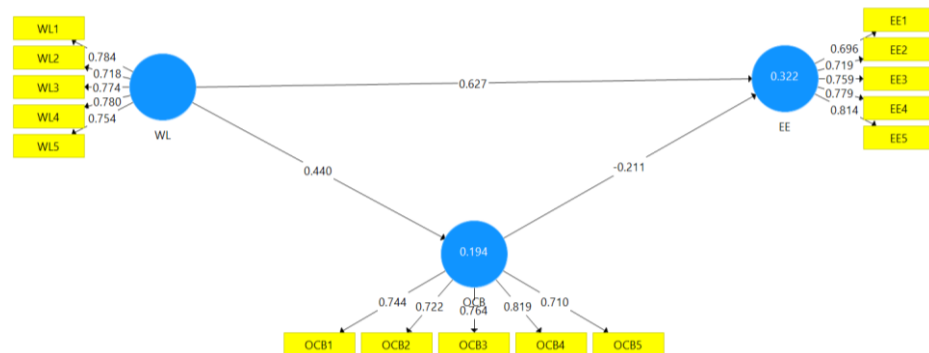


Figure 2. Structural Model Results

Source: Processed Data by Researchers

4. R-square

In order to identify how much influence the latent variables are dependent on certain independent latent variables, an evaluation of the model in this research was carried out using the R-square value presented in Table 3.

Table 4. R-square Value

R-square	Value
Employee Engagement	0.322
Organizational Citizenship Behavior	0.194

Source: Processed Data by Researchers

As shown in Table 4 above, the employee engagement variable is 32.2% and organizational citizenship behavior is 19.4%. An increase in the R² value indicates an increase in the quality of the prediction model proposed in this research.

5. Hypothesis Testing

Hypothesis testing in this research is completed to provide answers to the formulated research problems. The hypothesis is said to be accepted if the t-statistic value is greater than 1.96 or the P_{value} is smaller than 0.05.

Table 5. Direct Effect Test Results

Path Analysis	Original Sample	T-Statistics	P-Value	Description
Women Leadership → Employee Engagement	0.534	3.869	0.000	Positive and significant
Women Leadership → Organizational Citizenship Behavior	0.440	2.097	0.036	Positive and significant

Source: Processed Data by Researchers

The degrees of freedom (df) are $n - k = 54 - 3 = 51$ and by using a confidence level of 54% (0.05) the t-table value is calculated as the t-test result which can be seen from Table 5 above. Therefore, the employee engagement variable is significantly and positively influenced by women's leadership, which aligns with the hypothesis test. Additionally, the organizational citizenship behavior variable is significantly and positively influenced by women's leadership. Indirect hypothesis testing can be seen in the Table 6 below.

Table 6. Indirect Effect Test Results

Path Analysis	Original Sample	T-Statistics	P-Value	Description
Women Leadership → Organizational Citizenship Behavior → Employee Engagement	-0.093	1.161	0.246	Negative and not significant

Source: Processed Data by Researchers

The Influence of Women's Leadership on Employee Engagement

The employee engagement variable is influenced positively and significantly by the women leadership variable. This can be seen from the original sample of 0.534, shown in the regression coefficient value produced in this hypothesis test. Apart from that, there is an indication of statistical significance as shown by the P-value of 0.000, which is smaller than 0.05 presented in Table 4. Considering that the direction of the first hypothesis is positive, it can be concluded that if the number of women leaders increases, employee engagement will also increase. The presence of women in leadership ranks has a significant

effect on the level of employee engagement because female leaders tend to behave more democratically, more respectful, and have more concern for the well-being of their employees.

According to previous research, women leadership is considered to have a positive relationship with employee engagement because the effectiveness of women's leadership style is considered competent. The results of this research are in line with research conducted by Kulkarni & Mishra (2022); Sutianingsih & Kirom (2023). Specifically, competence in this context includes democratic aspects, where female leaders tend to practice employee participation and involvement in decision making. Therefore, it can be concluded that a competent female leadership style, especially with a democratic approach, may encourage high levels of employee engagement.

The Influence of Women's Leadership on Organizational Citizenship Behavior

There is a significant and positive relationship between organizational citizenship behavior and women's leadership variables. 0.440 is the value of the regression coefficient indicated by the identified origin sample. Apart from that, this relationship also has statistical significance as shown by the P-value of 0.036, which is smaller than 0.05 presented in Table 4. Thus, organizational citizenship behavior is influenced positively and significantly by the women leadership variable, aligned with the research hypothesis.

An appropriate leadership style, especially a democratic style, has a significant positive impact on organizational citizenship behavior. Based on previous research, it appears that women tend to show a democratic leadership style. Thus, organizational citizenship behavior is influenced by women's leadership with a democratic style. This result is in line with research conducted by Ali et al. (2022) and Oussible & Tinaztepe (2022) which stated that the democratic leadership style is considered one of the most appropriate leadership styles. These prior research also identified that a democratic leadership style is more often demonstrated by women. This implies that female leadership with a democratic style has a significant and positive influence on organizational citizenship behavior.

The Influence of Women's Leadership on Employee Engagement is Mediated by Organizational Citizenship Behavior

Through organizational citizenship behavior, there is no significant effect on the relationship between the women leadership variable and employee engagement, which can be seen from the figure showing the original sample - 0.093. P_{value} indicates a value of 0.246 which is bigger than 0.05, presented in the Table 5. Therefore, the women leadership variables on employee engagement are not influenced by the role of organizational citizenship behavior. Even though

female leaders are often undervalued due to skepticism regarding their leadership abilities, placing women in leadership ranks can positively increase employee engagement. This is due to employees' perceptions of the more fair treatment from female leaders and in tasks outside the scope of their work as employees, making them be more encouraged to participate more actively.

This result is in line with research conducted by Srimulyani & Hermanto (2022) who found that when leaders treat employees fairly, employees will feel positively and feel encouraged to do something outside their main role. In this case, employees will respond to positive behavior from the leader. Thus, the women's leadership style is useful in increasing employee engagement and consequently, workers show increased organizational citizenship behavior.

CONCLUSION

The results of this research implies that employee engagement is significantly and positively influenced by women's leadership; organizational citizenship behavior is significantly and positively influenced by women's leadership; organizational citizenship behavior cannot mediate the influence of women's leadership on employee engagement.

This research focuses its analysis on three main variables, which are women's leadership, employee engagement, and organizational citizenship behavior. As a constructive follow-up to these limitations, further research could consider expanding the sample scope, adding variables, and exploring deeper into contextual aspects to provide a more holistic and sustainable contribution to the understanding of the fields of women's leadership, employee engagement, and organizational citizenship behavior.

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