

THE INFLUENCE OF WOMEN'S LEADERSHIP AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF BOARD OF MANAGEMENT IN PARTI AMANAT NASIONAL WEST JAVA REGION

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ABSTRACT

The focus of this research is to evaluate the extent to which the influence of women's leadership, either partially or simultaneously, has on organizational culture in DPW PAN of West Java. The research method used in this study is a quantitative method using survey techniques. For data collection, questionnaires were used to be given to respondents (staff) with a total population of 45 respondents. For data analysis, multiple linear regression analysis and path analysis were used. The hypothesis used is SPSS Version 23.0 (Statistical Package For The Social Sciences).

Based on the results of the research that has been analyzed, there is a significant and positive influence of women's leadership and organizational culture on the overall organizational culture. The contribution of these two factors reached 36.3%, while the remaining 63.7% was influenced by other factors which were not the focus of the research. It can be concluded that all the observed coefficients have a fairly high level of significance.

Keywords: Woman leadership, Organizational culture, DPW PAN West Java

INTRODUCTION

Indonesia is a country that adheres to democracy where sovereignty is in the hands of the people, but in practice this sovereignty is handed over to the people's representatives who sit in parliament. Because of this, every 5 years Indonesia holds General Elections to elect people's representatives who will sit in these institutions. The people's representatives come from political parties as a forum for channeling people's aspirations. Political parties in practice carry out the functions of political parties, one of which is political communication. One of the functions of political communication that needs to be carried out by political parties is the delivery of information in political parties to the wider community and members of the political parties themselves.

Indonesian society in general adheres to a patriarchal culture, although there are those who adhere to a matrilineal culture, which considers descent to follow the mother/female line, such as the Minangkabau people. But in reality, it is the mamak or male uncle who has the power to regulate inheritance (Rahmaningtiyas & Eryina, 2013; Nurmila, 2015). Patriarchal culture is a value system that shows men have a role as the main control in society, while women have little influence or can be said to have no rights in general areas of society, both economically, socially, politically,

psychologically and the institution of marriage (Sakina & Siti, 2018). Thus cultural values influence humans and society in shaping their roles according to the culture they believe in (Markus & Conner, 2011 in Myers, 2012). Besides that, cultural values also become a system of knowledge and beliefs as human guides in managing human experiences and perceptions, determining actions and choosing between existing alternatives (Gunawan, 1999). More specifically, human perception of the world of reality related to social interactions/relationships between humans is referred to as social perception, which is a process within humans that shows the organization and interpretation of sensory impressions in an effort to give meaning, form impressions and draw conclusions about other people as objects of perception.

Based on this, basically the potential possessed by women as religious, individual, social and cultural beings is no different from that of men. Research shows that there is no significant difference in potential basic abilities between the two sexes (Habibah, 2015: 105). However, in the context of patterns and leadership styles, everyone must have differences, both men and women. The pattern of leadership in business organizations is different from the pattern of leadership in political parties, as well as in social organizations. Likewise, the leadership in the West Java National Mandate Party will differ from one another, each having its own characteristics and advantages. Based on the description above, the researcher assumes that the patriarchal cultural values that are generally adhered to by Indonesian society are still attached to the culture that exists within political parties which produces social perceptions and thoughts/ideas about gender roles/stereotypes of men and women and their influence on organizational culture. This can be a challenge or obstacle for women to reach strategic/leadership positions at the political party level, both from the Branch, DPC, DPW, and DPP levels. Therefore researchers are interested in conducting research to find out and understand the influence of women's leadership on organizational culture in DPW PAN Jabar.

This research is very interesting to study because it has various aspects that influence each other or have aspects that are interrelated and if this research is not carried out then there is a possibility that the negative views of society, especially the Indonesian people towards women leaders, will not change which will eventually lead to a gap in roles between men and women.

METHOD

Creswell in Sugiyono (2019) states that the research method is a process of activities that involves data collection, analysis, and provision of interpretations related to research objectives. This research method is considered as a scientific way to obtain data with specific purposes and uses.

Sugiyono (2019:65) research conducted using the survey research method is a study that uses a quantitative approach. Quantitative research methods aim to collect and analyze data in the form of numbers or statistics, making it possible to test hypotheses and generalize research results to a wider population. This survey research uses data collection techniques in the form of observations through interviews or non-depth questionnaires to obtain data on beliefs, opinions, characteristics, behavior, and the relationship of sociological and psychological variables from samples drawn from certain populations.

In survey research it can be descriptive, comparative, associative, associative comparative, and structural relationships or path relationships, and structural equation relationships. Classification of

research design is divided into two, namely exploratory and conclusive. Conclusive research design is further divided into two types, namely associative and casual. According to Sugiyono (2019: 65) defining associative research is research that aims to determine the effect or relationship between two or more variables, and casual research is a causal relationship. So this study uses a conclusive research design and associative approach. So in this study there are independent variables and dependent variables. The approach used in this study aims to find out how the influence of the type of female leadership and organizational culture on the performance of staff in the regional leadership council of PAN West Java

RESULTS AND DISCUSSION

Research Instrument Testing

Validation Test

Validity is a measurement that shows the level of validity or validity of an instrument. Validity test is a test in which a measuring instrument is used to assess existing variables. High validity refers to a valid or valid instrument. Validity is a measurement that describes the degree of validity or validity of an instrument. An instrument is considered valid for assessing existing variables. High validity characterizes a valid or valid tool..

An instrument is said to be valid if it is able to measure what we want and can reveal data from the variables studied appropriately. The questionnaire which was filled in by 45 respondents (n), was then tested for validity, namely if the value of $r_{count} > r_{table}$ then the question items in the questionnaire had a significant correlation with the total score (meaning the questionnaire items were declared valid) and vice versa.

For degrees of freedom (df) = $n - k$, in this case n is the number of samples and k is the number of constructs. The number of respondents from this study was 45 people, so in this case the amount of df can be calculated as $45 - 2$ or $df = 43$ with R table 0.301

The following are the results of testing the validity of each variable using SPSS Version 23.00:

a. Results of Validity Test on Women's Leadership

Table of Validity Test of Women's Leadership Variables

Variabel	Respondents	R count	R table	information
Variable (X1) Leadership Woman	Q 1	0,485	0,301	Valid
	Q 2	0,675	0,301	Valid
	Q 3	0,351	0,301	Valid
	Q 4	0,482	0,301	Valid
	Q 5	0,310	0,301	Valid
	Q 6	0,552	0,301	Valid
	Q 7	0,510	0,301	Valid
	Q 8	0,387	0,301	Valid
	Q 9	0,494	0,301	Valid
	Q 10	0,483	0,301	Valid
	Q 11	0,507	0,301	Valid
	Q 12	0,388	0,301	Valid
	Q 13	0,674	0,301	Valid

Data Source:
primary data,

	Q 14	0,511	0,301	Valid
	Q 15	0,310	0,301	Valid
	Q 16	0,522	0,301	Valid
	Q 17	0,452	0,301	Valid
	Q 18	0,445	0,301	Valid
	Q 19	0,496	0,301	Valid
	Q 20	0,507	0,301	Valid

Processed
2022

Based on the results of the validity test of the Women's Leadership variable (X1) in the table above, it can be seen that as many as 20 questions on the X1 variable given to 45 respondents are feasible to distribute because they have an r count that is greater/less than the r table value (0.301), indicating that the instrument is considered valid.

b. Results of Validity Test on Organizational Culture.

Table Test the Validity of Organizational Culture Variables

Variable	Respondents	R count	R table	information
Variable (X2) Organizational culture	Q 1	0,366	0,301	Valid
	Q 2	0,432	0,301	Valid
	Q 3	0,560	0,301	Valid
	Q 4	0,482	0,301	Valid
	Q 5	0,354	0,301	Valid
	Q 6	0,668	0,301	Valid
	Q 7	0,531	0,301	Valid
	Q 8	0,589	0,301	Valid
	Q 9	0,468	0,301	Valid
	Q 10	0,448	0,301	Valid
	Q 11	0,371	0,301	Valid
	Q 12	0,375	0,301	Valid
	Q 13	0,442	0,301	Valid
	Q 14	0,430	0,301	Valid
	Q 15	0,544	0,301	Valid
	Q 16	0,408	0,301	Valid
	Q 17	0,661	0,301	Valid
	Q 18	0,600	0,301	Valid
	Q 19	0,660	0,301	Valid
	Q 20	0,481	0,301	Valid

Data Source: Processed primary data, 2022

The Organizational Culture Validity Test (X2) can be seen from the table above that all 20 questions on the X2 variable given to 45 respondents are appropriate for distribution because they have an r count with a number greater/less than r value table (0.301), which can be interpreted as an instrument being declared valid/invalid.

c. Validity Test Results on management performance

Table Validity Test of management performance variables

Variable	Respondents	R count	R table	information
Variable (Y) Management performance	Q 1	0,925	0,301	Valid
	Q 2	0,701	0,301	Valid
	Q 3	0,829	0,301	Valid
	Q 4	0,350	0,301	Valid
	Q 5	0,457	0,301	Valid
	Q 6	0,638	0,301	Valid
	Q 7	0,557	0,301	Valid
	Q 8	0,457	0,301	Valid
	Q 9	0,944	0,301	Valid
	Q 10	0,448	0,301	Valid
	Q 11	0,371	0,301	Valid
	Q 12	0,375	0,301	Valid
	Q 13	0,442	0,301	Valid
	Q 14	0,430	0,301	Valid
	Q 15	0,544	0,301	Valid
	Q 16	0,408	0,301	Valid
	Q 17	0,661	0,301	Valid
	Q 18	0,600	0,301	Valid
	Q 19	0,660	0,301	Valid
	Q 20	0,481	0,301	Valid

The results of the validity test of the Management Performance variable (Y) are shown in the table above. From the table it can be seen that all 20 questions on the Y variable given to 45 respondents are feasible to distribute because they have an r count greater than the r table value (0.301) which indicates that the instrument is considered valid.

Reliability Test

Reliability is a phrase used to describe how consistently the results of a measurement hold when performed two or more times. Finding the truth of the instrument or data is the goal of measuring reliability.

In this reliability test, the validity testing method is the same because the output of validity and reliability is displayed simultaneously. The reliability output is in the Alpha Cronbrach column. If the Cronbach's Alpha coefficient of a research tool is more than 0.60, it is considered to have appropriate (constant) reliability.

The basis for decision making in the reliability test is as follows:

a.) If $r_{\alpha} > r_{table}$, then the question is reliable

b) If $r_{\alpha} < r_{table}$, then the question is not reliable

The results of the reliability test using SPSS Version 23.00 can be seen in table

Table Variable Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Women's Leadership(X ₁)	0,720	20	Reliabel
Organizational culture (X ₂)	0,729	20	Reliabel
Management Performance (Y)	0,841	20	Reliabel

Data Source: Processed primary data, 2022

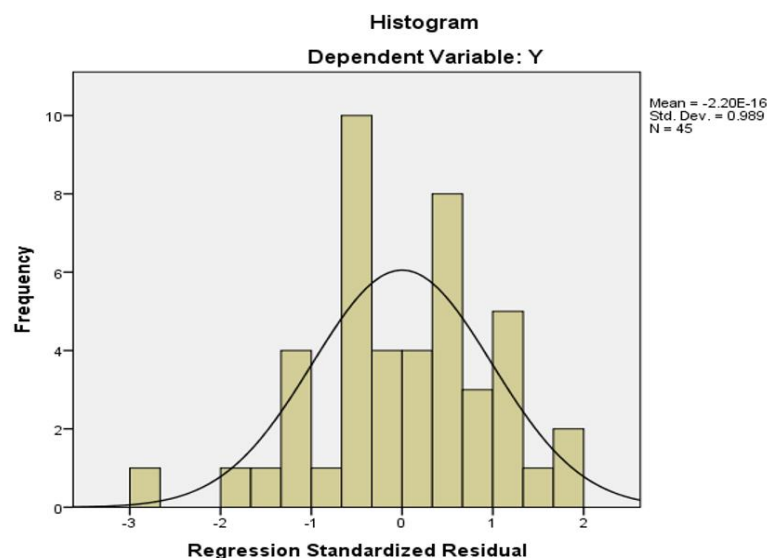
Cronbach's X1 alpha is 0.720, X2 is 729, and Y is 0.841, according to the table above. Each variable has a Cronbach's Alpha > 0.60, as can be observed. Therefore, it can be said that the factors (women's leadership and organizational culture on board performance) can be trusted (Reliable).

Data Normality Analysis

Normality Test

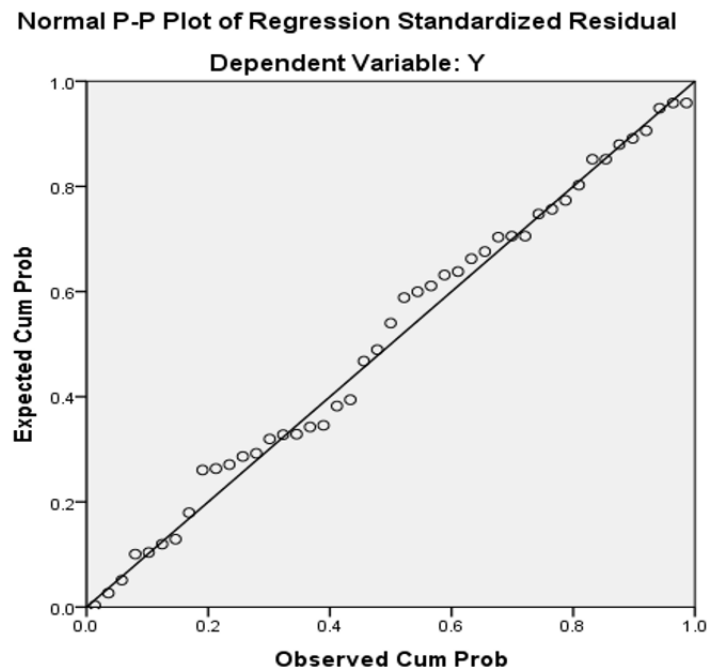
The normality test aims to determine whether the dependent variable, independent variable, and the regression model are all normally distributed. A decent regression model will detect normality or have normal data distribution. Graphical analysis is the test method used in this investigation. Graphical histogram analysis and normal residual P-plot graphs are two examples. Then, to strengthen our argument, we also perform the Kolmogorov-Smirnov test on the residual data.

Figure Histogram Graph



Data Source: Processed primary data, 2023

Figure Normal Probability Plot



Data Source: Processed primary data, 2023

The residual data has shown a normal curve that closely resembles a bell, as shown in Figure 4.1. Figure 4.2 illustrates the distribution of data around the diagonal line and along the direction of the diagonal line, which shows that the regression model meets the normality requirements.

Table 4.7 Test

One-Sample Kolmogorov-Smirnov Test
Understand Residuals

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.74242403
Most Extreme Differences	Absolute	.080
	Positive	.056
	Negative	-.080
Test Statistic		.080

Asymp. Sig. (2-tailed)	.200 ^{c,d}
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- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Data Source: Processed primary data, 2023

The table above shows that the residual data obtained follows a normal distribution, based on the output results it shows that the Kolmogorov-Smirnov value is significant at $0.200 > 0.05$. Thus, the residual data is normally distributed and the regression model meets the assumption of normality.

2. Linearity Test

If the significance level is greater than 0.05, then the relationship between the independent and dependent variables is considered linear.

The results of the linearity test using SPSS Version 23.00 are as follows:

Table Linearity Test Results (X1)

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Employee performance * Women's leadership	Between	(Combined)	1852.028	24	77.168	1.638	.133
	Groups	Linearity	794.192	1	794.192	16.854	.001
		Deviation from Linearity	1057.836	23	45.993	.976	.526
	Within Groups		942.417	20	47.121		
	Total		2794.444	44			

Data Source: Processed primary data, 2022

According to the output significance value above, Deviation from Linearity, is 0.526, which is greater than 0.05. It can be concluded that the board performance variable (Y) and women's leadership variable (X1) have a fairly large linear relationship.

Table Linearity Test Results (X2)

ANOVA Table					
	Sum of Squares	df	Mean Square	F	Sig.

Kinerja karyawan *	Between	(Combined)	1977.994	20	98.900	2.907	.007
Budaya Organisasi	Groups	Linearity	470.543	1	470.543	13.832	.001
		Deviation from Linearity	1507.452	19	79.340	2.332	.026
	Within Groups		816.450	24	34.019		
	Total		2794.444	44			

Based on the significance value from the output table 4.9 above, the deviation from linearity value is 0.026 less than 0.05. So it can be interpreted that there is little significant linear relationship between organizational culture variables (X2) and management performance variables (Y).

3. Heteroscedesity Test

The Heteroscedesity Test is designed to determine whether the residual variance from one observation to the next is not evenly distributed in the regression model. Homoscedasticity is a condition in which the residual variance from one observation to the next is still there. And it is called heteroscedesity if the variances are different. In a feasible regression model, heteroscedasticity is absent. The measure of the absence of heteroscedasticity is sig tailed which is greater than 0.05. To detect it, it can be seen from the significance value with the Glejser method using SPSS Version 23.00.

Table Heteroscedasticity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.836E-15	9.834		.000	1.000		
female leadership	.000	.110	.000	.000	1.000	.851	1.175
Organizational culture	.000	.105	.000	.000	1.000	.851	1.175

a. Dependent Variable: abresid

Data Source: Processed primary data, 2023

Based on table 4.10 it is known that the female head leadership variable (X1) has a significance value of 1,000 greater than 0.05 which indicates that there is no heteroscedasticity. It is currently known that the organizational culture variable (X2) has a significance value of 1,000 greater than 0.05 which indicates that heteroscedasticity does not occur.

4. Multicollinearity Test

To find out whether the regression model identifies a correlation between the independent variables, a multicollinearity test is used. Referred to as a multicollinearity problem (Multi) if there is a correlation. There should be no relationship between the independent variables in the corresponding regression model. The following table displays the results of the multicollinearity test:

Table Multicollinearity Test Results

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	45.657	9.834		4.643	.000		
X1	.356	.110	.440	3.224	.002	.851	1.175
X2	.185	.105	.240	1.760	.086	.851	1.175

a. Dependent Variable: Y

Based on table 4.9 above, the variable "women's leadership and organizational culture" has a tolerance value of 0.851, which is more than 0.10. Meanwhile, the combined VIF value of all independent variables is 1.175, which is less than 10. It can be said that the regression model does not show signs of multicollinearity.

5. Variable Descriptive Statistics Test

The questionnaire was used to collect research data entitled "The Influence of Women's Leadership and Organizational Culture on Management Performance in the Regional Leadership Council of the West Java National Mandate Party". The questionnaire used was divided into 3 (three) parts, namely a questionnaire to evaluate organizational culture, totaling 20 items, and a questionnaire to find out the description of women's leadership style, totaling 20 items. questionnaire to find out the description of the management's performance style, totaling 20 items. So there are up to 60 statement questions in the entire questionnaire.

Table statistical descriptive test

Descriptive Statistics							
	N	Range	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
X1	45	43.00	57.00	100.00	75.6889	1.46846	9.85075
X2	45	50.00	50.00	100.00	88.0444	1.54493	10.36374
Y	45	28.00	72.00	100.00	88.8889	1.18800	7.96932
Valid N (listwise)	45						

Results of Statistical Analysis and Hypothesis Testing

1. Test Analysis

a. Multiple Regression Analysis

A useful statistical method for analyzing and modeling the relationship between variables is regression analysis. Regression analysis is often used to test how one variable (the dependent variable) depends on another factor (the independent variable). The relationship between two or more independent variables is usually studied using multiple linear regression analysis. Tests were carried out using SPSS Version 23.00 software to find out whether organizational culture (X2) and women's leadership (X1) partially and simultaneously influence the performance of administrators (Y). The following table shows the results of various tests:

Table 4.13 test results of multiple regression analysis

Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	45.657	9.834		4.643	.000		
kepemimpinan (X1)	.356	.110	.440	3.224	.002	.851	1.175
Budaya organisasi (X2)	.185	.105	.240	1.760	.086	.851	1.175

a. Dependent Variable: Kinerja Pengurus (Y)

From the table above the test shows the regression equation with multiple linear equations as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

So that the following equation can be obtained

$$: Y = 45.657 + 0.356 X_1 + 0.185 X_2$$

The interpretation of the regression equation above is as follows:

- 1) A constant of 45.657 means that if the variables of female leadership and organizational culture are constant, then the average performance is 45.657
- 2) The variable of female leadership has a regression coefficient of 0.356. This shows that for every increase in the female leadership variable, the unit performance value of the board will increase by 0.356
- 3) Organizational culture variable has a regression coefficient of 0.185. This shows that for every increase in organizational culture variable one, the value of the board's performance unit will increase by 0.185

b. Analysis of the Coefficient of Determination

To determine how much the independent variables can explain the variable variation, the coefficient of determination is examined. The following table shows the results of testing the coefficient of determination.

Table Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.302	6.65999

a. Predictors: (Constant), Budaya organisasi (X2), kepemimpinan (X1)

Based on the table above, the Adjusted R Square value is 0.302, meaning that women's leadership and organizational culture can contribute 30.2% to management performance while other factors not examined in this study can contribute 69.8%.

2. Hypothesis Test

a. t test (Partial)

The regression coefficient is partially tested using the t test (t-test). By assuming that the other independent variables are constant, this test is used to assess the relevance of the partial role of the independent factors on the dependent variable. Finding the value of t for each variable, X1, must come first. The t value obtained is then contrasted with the value from the t table. The following table shows the test results:

Table Partial T Test Results

Coefficients ^a								
		Unstandardized		Standardize			Collinearity	
		Coefficients		d			Statistics	
		B	Std. Error	Beta	t	Sig.	Toleranc	e
Model								VIF
1	(Constant)	45.657	9.834		4.643	.000		
	kepemimpinan	.356	.110	.440	3.224	.002	.851	1.175
	Budaya organisasi	.185	.105	.240	1.760	.086	.851	1.175

a. Dependent Variable: Kinerja pengurus

Data Source: Processed primary data, 2023

The explanation of the results of the t (partial) test above is as follows

1) The influence of women's leadership on the performance of management

The calculated t value of 3.224 t table 2.017 obtained the results of the t statistical test for the variable "female leadership" with a significance level of 0.002 which is less than 0.05. In conclusion, women's leadership has a major influence on the performance of administrators because H0 is rejected and H1 is approved.

2) The Influence of Organizational Culture on Management Performance

The findings of the organizational culture variable from the t statistical test have a t count value of 1.760 t table 2.017 and a significance value of 0.086 greater than 0.05. Then H1 is accepted while H2 is not, indicating that organizational culture has little influence on the performance of the board.

b. F Test (Simultaneous)

To ascertain whether the independent factors have an additive impact on the dependent variable, use the F test. The table below shows the results of the various tests:

Table 4.16 F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	931.514	2	465.757	10.501	.000 ^b
	Residual	1862.930	42	44.355		
	Total	2794.444	44			

a. Dependent Variable: Kinerja pengurus

b. Predictors: (Constant), Budaya organisasi , kepemimpinan

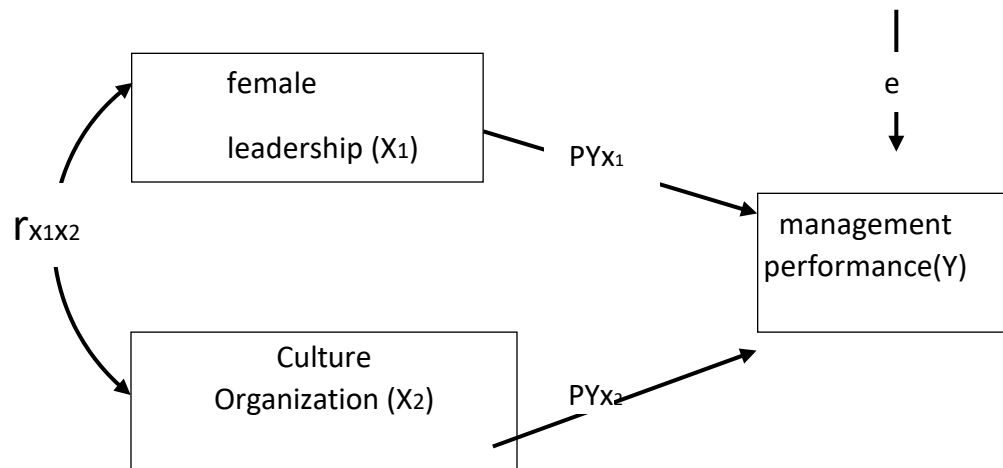
Data Source: Processed primary data, 2023

A probability value (Sig) of 0.000 is obtained from the ANOVA table. Board performance is H0 rejected and H1 approved because the Sig value is less than 0.05, indicating that organizational culture and women's leadership have a large impact on board performance at the same time. Or, because the calculated f value of 10,501 is greater than the f table value of 3.220, then the performance of the board is H0 rejected and H1 is accepted, indicating that organizational culture and women's leadership simultaneously have a considerable influence on the performance of the board.

c. Path analysis (path analysis)

Regression analysis also includes path analysis. Regression analysis is usually used to determine whether the independent variable has a direct impact on the dependent variable. The following table shows the results of path analysis testing:

Figure in terms of Path Analysis



Where:

X1 as independent variable of Women's Leadership

X2 as an independent variable Organizational Culture

Y as the dependent variable of Management Performance

1. Structural Equation

The path diagram above has only one structural equation. The structural equation can be seen as below:

$$Y = PY_{X1} + PY_{X2} + e$$

1) The results of calculating the output of the regression section

Table Path Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.302	6.65999

a. Predictors: (Constant), Organizational culture, women's leadership

anova table

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	931.514	2	465.757	10.501	.000 ^b
	Residual	1862.930	42	44.355		
	Total	2794.444	44			

a. Dependent Variable: Kinerja pengurus

b. Predictors: (Constant), Organizational culture, women's leadership

Table coefficients

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	45.657	9.834		4.643	.000		
	kepemimpinan perempuan	.356	.110	.440	3.224	.002	.851	1.175
	Budaya organisasi	.185	.105	.240	1.760	.086	.851	1.175

a. Dependent Variable: Management performance

Table collinearity diagnostic

Collinearity Diagnostics ^a						
Model Dimension		Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	kepemimpinan perempuan	Budaya organisasi
1	1	2.984	1.000	.00	.00	.00
	2	.009	17.801	.07	.94	.35
	3	.007	21.272	.93	.06	.65

a. Dependent Variable: Management performance

3) The results in the summary table, at the value of R square (R²) as given in the table below, show the effect of the independent variables of women's leadership and organizational culture on the performance of the board.

Table Summary Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.302	6.65999

a. Predictors: (Constant), Organizational culture, women's leadership

The model summary table above has an R² (R Square) value of 0.333. This figure represents the strong relationship between the independent variables of organizational culture and women's leadership with the dependent variable of overall board performance. By calculating the Coefficient of Determination (KD) using the method given below, we can convert it to a percent number to make it easier to read:

$$KD = R^2 \times 100\%$$

$$KD = 0.333 \times 100\%$$

$$KD = 33.3\%$$

The correlation between the combined management performance performance dependent variable and the independent variable organizational culture and women's leadership was the strongest, namely 33.3%. While the rest can be calculated using the following formula:

$$e = 1 - R^2$$

$$e = 1 - 0.333$$

$$e = 0.667 \text{ in percent to } = 0.667 \times 100\%$$

$$e = 66.7\%$$

The magnitude of other factors not included in the study is indicated by the figure of 66.7% above. In other words, the female leadership variable can explain 33.3% of the board performance variance, while other factors outside the scope of this study explain 66.7% of the influence.

CONCLUSION

Based on the results of research and discussion regarding the influence of women's leadership on organizational culture in the DPW PAN of West Java, the conclusions are as follows:

1. Female leadership in terms of the type of leadership aspect shows a linear relationship and a significant positive effect on employee performance at DPW PAN West Java with a percentage of 44% while the remaining 56% is influenced by other factors not included in this study. This means that women's leadership is influential in providing meaningful changes to employee performance. The high performance of teachers can be seen from the type of female leadership when carrying out their leadership. While the dominant leadership style used is the democratic style with the highest percentage of 44%.

2. Organizational culture has an effect on providing significant changes to the performance of the management. The high performance of the management can be seen from the characteristics of the organizational culture when implementing organizational culture. The dominant characteristic of organizational culture used is aggressiveness with the highest percentage of 24%.
3. The influence of women's leadership and organizational culture on the performance of administrators in the DPW PAN of West Java. together there is a positive and significant influence between the variables of women's leadership and organizational culture on the performance of the board. The magnitude of the influence is 33.3% while the remaining 63.7% is influenced by other factors not included in this study. This means that women's leadership and organizational culture synergize for the realization of good management performance.

From these results it can be said that the variables that affect the performance of the board cannot work independently but must always synergize in their implementation so as to provide a high contribution.

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