Research Paper

The Effect of Social Support on Women-Inclusive Leadership Mediated With Personal Growth Initiative

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Abstract

Women's leadership has drawn the interest of researchers in recent years. More women are entering the workforce and achieving positions as leaders on small teams or in specific work divisions. Women leaders, as an overall characteristic of leadership, must be able to manage their teams to achieve organizational objectives. The significance of inclusive leadership in building an organizationally diverse atmosphere and promoting participative leadership techniques will allow women to reach their full leadership potential. The goal of this study is to discover how social support and personal growth initiatives enable women's inclusive leadership to promote women's leadership in organizations. This research was conducted by survey to 30 work teams, with a total responder of 90 participants. Research findings show that social support and personal growth initiatives support the emergence of women-inclusive leadership. that will encourage more effective women leadership.

Keywords: *Women Inclusive Leadership; Social Support; Personal Growth Initiative*

INTRODUCTION

Women's leadership in organizations has increased over time. A survey conducted by Grant Thornton, a global consulting services company contained in its annual report Grant Thornton Women in Business 2022, states that the role of women with senior management positions in global companies recorded an increase from 31 percent in 2021 to 32 percent in 2022 (Bisnis.com, 2022).

The development of women's leadership in Indonesia based on data from the Central Statistics Agency (BPS) in 2020, the percentage of women in leadership roles is 33.08%. Meanwhile, according to an International Labour Organization (ILO) survey conducted in 2020, the share of women in Indonesia as CEOs is 15% (Kominfo, 2022).

However, the Nusantara Media Development Association, which conducted research on the Overview and Challenges of Women Leaders in Media in Indonesia shows that there are at least six barriers to women's leadership in the media, including socio-cultural barriers, obstacles to organizational structure conditions, obstacles related to internal organizational processes, personal barriers related to individual background, personal barriers related to soft skills possessed individuals, and personal barriers related to an individual's career plan. Patterns of obstacles to women's leadership place obstacles at the organizational level as the main obstacles, followed by individual and socio-cultural barriers (PPMN, 2021).

Research conducted by Badura et al (2017) from data collection of 59 years of research confirmed that men are more likely than women to be in positions of leadership. Analysis of the study's publication date shows that gender differences have slowly declined over time, and this continues to do so today. The difficulty of erasing the gender gap is related to the existence of various obstacles that are still faced by many institutions trying to reduce gender inequality.

Several subsequent studies added to our understanding of the barriers to women's leadership, including assumptions of gender in leadership tasks (Vardeman-Winter & Place, 2017), gendered leadership styles, and a lack of adequate women leader models and mentoring in top

leadership (Place & Vardeman-Winter, 2018).

Women must be able to manage their teams to accomplish corporate goals as a fundamental aspect of leadership. Women will be able to realize their full leadership potential as a result of the importance of inclusive leadership in fostering a varied workplace environment. The objective of this study is to ascertain how social support and personal growth initiatives help women's inclusive leadership to advance women's leadership inside organizations.

LITERATURE REVIEW
Inclusive Leadership

Komives et al. (2013) explained that there are five types of relational leadership in general, including: inclusive, ethical, empowering, purposeful, and finally process-oriented leadership. Leadership empowerment will give employees an opportunity to be part of the policy making process. Otherwise, Carmeli et al (2012) had defined inclusive leadership as a specific manifestation of relational leadership, highlighting the leader's role in listening to and understanding the needs of followers. Inclusive leaders demonstrate openness, inclusivity, accessibility, and interactive communication with employees.

It is important to understand that inclusive leadership always has different styles of recognition, belonging, inclusivity, and identity when leading an organization; that style depends on the knowledge and skill that had built their character (Randel et al., 2018). Another opinion described inclusive leaders are more concerned with the needs and interests of their followers. The needs and interests should be identified first before they make a decision (Hollander, 2009). We will understand another difference When compared to transformational leadership, which is aimed toward the development and motivation of organization members to achieve organizational goals (Dvir et al., 2002). Inclusive leadership emphasizes embracing their followers as they are, enabling them not only to express their specific talents, ability, and skills but also empowering them to participate in daily organizational activities without distinctiveness.

According to Meng and Neill (2021), the inclusivity of leaders is vital in assisting women in organizations to realize their identity as empowered persons with possibilities for continuing leadership progression throughout their professional growth.

Social Support

Pace and Sciotto's (2021) recent research shows that although the promotion of gender equality is increasing both in the workplace and in society, and women are now as fully acceptable and free to enter the workforce as men, the issue of gender differences in relation to career advancement still persists. Currently, gender roles no longer clearly define who should be responsible for work at home and who is responsible for earning a living. Several studies have shown that conflict between family and work life appears to be a bigger problem for women than men. It is understandable that there is still a stigma in society if women are more appropriate in managing household chores and men earn a living so that when a woman works to earn a living for the family, she is also still obliged to do household chores. In this reality, women have multiple responsibilities and burdens, a new form of discrimination appears in the household.

Shumaker & Brownell (1984) define social support as a process of exchanging human resources between at least two individuals who act as providers and recipients of resources, and the main purpose of the process is to improve the welfare of the recipients. There is a two-way relationship in the exchange process, with various forms of exchange, but the main goal does not change. Meanwhile, Lin (1986) has defined social support as a belief, actual instrument or expressive support provided by a community, social network, or trusted partner. This social support is an indicator of positive relations within the institution/organization because it is

considered as part or member of an organization which shares the same behavior and applies the same cultural values.

Sutanto and Adeline (2021) discovered a link between social support and women's leadership. When women have high social support, they will feel more at ease with what they do as a leader as a result of the assistance they receive at work or at home. Women who do not receive such tend to be at a lower level of leadership because they are accustomed to being dominated and are unable to develop their skills.

Personal Growth Initiative

Personal development is an essential facet of leadership, particularly for women leaders who have different experiences than male leaders. Refers to Dhania et al (2021), a personal growth initiative is an intentional, intense, and active process of personal progress. In the initial phase, a women leader needs to get temporary special treatment in an institution. After being assessed as equal to the ability of male leaders, this treatment is no longer needed because, basically, women also have the same abilities as men.

One of the definitions that we can understand about personal growth initiative is the active and voluntary involvement of a woman in the growth process (Robitschek, 1998). Robitschek et al elaborates further on the scope of personal growth initiatives covering aspects of individual knowledge and behavior related to intentional development. Someone with high personal initiative will consciously intend to develop and actively find and take advantage of all available growth opportunities. There are four components of personal growth which include a person's readiness to change, a plan, use of all potential resources, and intentional individual behavior. Readiness to change means readiness to make a change from within a person. Planning shows a set of knowledge and implementation of the planning process to make changes from within. The ability to use resources indicates that individuals adapt resources outside of themselves to help change themselves. Meanwhile, intentional behavior can be defined as intentional involvement in one's behavior to make self-change. There is a strong influence from the surrounding environment, so when a person changes, there is a strong interaction between society and the environment (Robitschek et al, 2012).

Lack of personal growth initiative is associated with negative impacts in organizations. According to Yakunina et al. (2013), low levels of personal growth initiative make it difficult to adjust to changing circumstances, resulting in higher levels of stress and anxiety and poorer levels of life satisfaction.

RESEARCH METHOD
Hypothesis

The hypothesis developed to examine the effect of social support on women's inclusive leadership by mediating personal growth initiatives consists of four hypotheses, namely:

H1: Social Support Affects Women's Inclusive Leadership
H2: Social Support Affects Personal Growth Initiative
H3: Personal Growth Initiative Influences Women's Inclusive Leadership
H4: Personal Growth Initiative mediates both of Social Support and Woman Inclusive Leadership

The relationship between those variables can be described as follows in Figure 1.
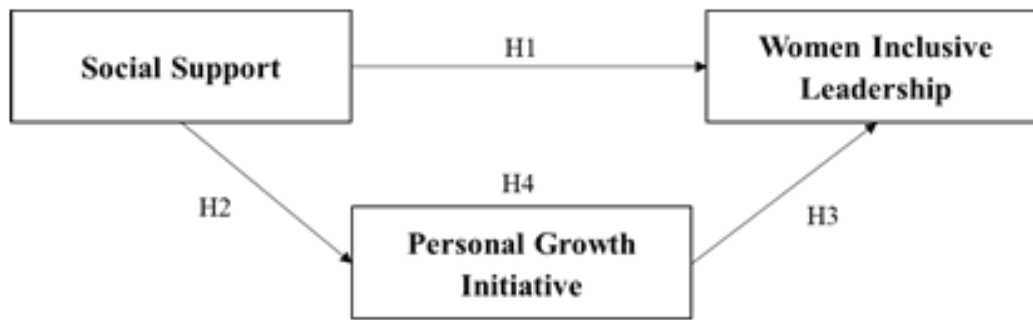
Figure 1. Relationship Between Social Support Variables, Personal Growth Initiative, and Women Inclusive Leadership

Procedures and respondents

This research was conducted in a public service agency in East Java. This institution is a part of a larger national public service organization that coordinates health insurance plans for all Indonesian citizens. This organization in East Java consists of one regional office and thirteen branch offices. Three work sub-units are present in the regional office, and at least six or more sub-units are present in each branch office. A team lead by a woman has been asked to participate as a research sample.

The data collection procedure is carried out through online surveys. Online surveys are advantageous for creating questionnaires, gathering data, storing data, visualizing data, and collaborating on projects. They may also be carried out quickly and cheaply (Nayak & Narayan, 2019). Since the data is entered directly into the computer, this facilitates data gathering and entry. There will be less manual handling and a lower possibility of data entering mistakes. Online surveys are also simpler to distribute to a group of people from different geographical locations.

From the submission of the survey conducted, from 40 work teams were invited, The team that submitted the survey filled out and completed as many as 30 work teams, consisting of 30 respondents of work team leaders and 60 respondents of work team members. Thus the response rate of filling out the survey reached 75%. The leader of the work team is a woman who serves as the leader of the work team, while the members of the work team are men as subordinates of the female leader of the work team.

Measurement

A five-point Likert scale is used to measure the variables of women's inclusive leadership, social support, and personal growth initiative, with one denoting total disagreement and five denoting absolute agreement.

The women's inclusive leadership framework will be measured using a nine-item scale that has been developed by Carmeli et al. (2010) to assess how the quality of leadership is inclusive of women leaders in an organization. An example questionnaire is "My supervisor is always open to hearing new ideas from employees." The alpha reliability for this framework is 0.917.

The construction of social support is measured using the Zimet et al (1988) indicator with its twelve-item scale. This construction has total scale reliability of .88. An example of an item is "There is a special person who is around when I am in need".

The measurement of personal growth initiatives is constructed using a nine-item scale developed by Robitshcek (1998). The internal reliability of this construction is 0.93. An example item is "I have a specific plan of action to help me achieve my goals."

Statistical Analysis

For descriptive statistical measurements, measures of reliability and correlation will be analyzed using the SPSS v.29 application. Meanwhile, the research hypothesis was tested with partial least squares structural equation modeling (PLS-SEM) (Hair et al., 2016) using the SmartPLS v.4 application. SEM is a statistical model that attempts to explain relationships among variables by examining the structure of relationships expressed in a series of equations, such as multiple regression equations. This equation represents all of the relationships that exist between the constructs (dependent and independent variables) and the variables in the analysis. For further data analysis, bootstrapping techniques with 95% confidence intervals were used to examine the effect of the mediator.

FINDINGS AND DISCUSSION

Table 1 presents the results of statistical testing to test the validity and reliability of the data obtained in the conduct of the study.

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
IL	0.737	0.742	0.810	0.824
SC	0.814	0.817	0.849	0,822
PG	0.809	0.820	0.850	0,891

Validity Test

To test convergent validity, each latent variable is evaluated, and an Average Variance Extracted (AVE) value is derived. Testing revealed that all AVE values were greater than the permissible threshold of 0.5, confirming the convergent validity.

Reliability Test

In social science research, Cronbach's alpha is used to assess the dependability of internal consistency, albeit it provides conservative results in PLS-SEM. Hair et al (2012) suggested using Composite reliability as a substitution. From these reliability tests, according to Table 1, it is known that Cronbach's alpha and Composite reliability were both more than 0.6, indicating a high degree of internal consistency dependability among the three reflective latent variables.

Correlation Test

Table 2. R-Square Value

Variabel	R square	R square adjusted
IL	0.955	0.952
PG	0.195	0.167

The value of R square shows the coefficient of determination on endogenous constructs. In general, according to Chin (1998) the value of R square can be divided into three categories: strong if R square value is more than 0.67); moderate if R square value between 0,67 - 0.33; and weak if R

square value less than 0.19). Table 2 shows that the R square value for IL of 0.955 means that it has a strong coefficient of determination. While the R square value for PG of 0.195 means that it has a weak coefficient of determination e.

The direct influence of Social Support on Women-Inclusive Leadership is 0.576, where this influence is positive. Thus, hypothesis 1 is accepted. The direct influence of the Personal Growth Initiative on Women Inclusive Leadership is 0.575, where this influence is positive. Thus, hypothesis 2 accepted the direct effect of Social Support on Personal Growth Initiative is 0.442 where this influence is positive. Thus, hypothesis 3 is accepted. The indirect influence of Social Support on Women Inclusive Leaders mediated by the Personal Growth Initiative is 0.254, where this influence is positive. Thus, hypothesis 4 is accepted. Thus, the four hypotheses proposed in this study can be accepted.

CONCLUSIONS

Women's leadership research often emerges as the number of women formally employed in organizations increases. This research is expected to be one of the literacies for knowledge related to Inclusive Leadership, Social Support, and Personal Growth Initiatives on women's leadership. Social Support and Personal Growth Initiatives can enhance women's inclusive leadership empowerment. By utilizing their Social Support and Personal Growth Initiative, women leaders can develop their inclusive leadership potential so that they can lead teams and can be well received by their subordinates.

LIMITATION & FURTHER RESEARCH

The limitation of this research due to the limited sample, consisting of only 30 work teams with each work team member consisting of 3 respondents and conducting surveys in one public organization. Further research is expected to increase the number of samples, both the number of work teams and work team members so that wider conclusions can be drawn. In addition, further research can be carried out on different types of organizations or on several organizations at once so that it can be known that the influence of Social Support and Personal Growth Initiatives have a direct influence on Women-Inclusive Leadership more broadly.

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