Evaluating Construct Validity and Reliability of Work Family Strength (WFS): Indonesia Women Leader Context

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Abstract

The strategic role of leadership on organizational performance is the reason why this topic continues to be researched in research and practical studies. Female leaders in Indonesia are still faced with the problem of a narrow symbolic idealization perspective such as feeling it is impossible to achieve success in both the domestic and public fields, and also feeling guilty for violating. The nature of women therefore, awareness of the power of work and family is important for female leaders because by creating positive feelings, individuals will have a broad perspective in influencing other roles and aspects of their lives. WFS is a positive experience brought from work roles as well as roles in the family. For that we need a measurement related to WFS . So far, research related to female leaders is more related to work family conflict, for this reason the research provides updates related to positive things, namely WFS , especially in measuring tools. The absence of adaptation in other languages is deemed necessary to adapt WFS scale in Indonesian. Adaptation is carried out based on the guidelines for adapting measuring instruments from the International Test Commission (ITC), which includes a forward - backward translation process, followed by expert review to test language and conceptual equivalence. The validation process is carried out by testing content validity, through the Content Validity Index (CVI), and construct validity, using Confirmatory Factor Analysis (CFA). The trial was conducted on 300 female leaders who work in for-profit companies, who work more than 40 hours/week and have families (husbands or children). Based on this trial process, it is known that each indicator, dimension, and construct meets all the criteria for Goodness of Fit (RMSEA < 0.08; CFI > 0.9). In addition, the value of Construct Reliability (CR) > 0.70 and Average Variance Extracted (AVE) > 0.50 were also obtained. Thus, the WFS scale can be used as a valid and reliable measuring tool for Indonesia context.

Introduction

The strategic role of leadership on organizational performance is the reason why this topic continues to be researched in research and practical studies. Leadership and management are two different things, but they are important for the success of the organization. Leaders without managerial skills will find it difficult to manage tasks and achieve their vision. Conversely, managers without leadership skills will be hampered in influencing employees to achieve organizational goals (Flood, 2015; Hejase et al., 2013).

The strategic role of leadership on organizational performance is the reason why this topic continues to be researched in research and practical studies. The results of research in various countries and in Indonesia show an increasing number of female leaders in organizations. Women leaders have an important role in the organization, namely being able to increase company value, financial performance, economic growth, innovation, reduce destruction, and better social responsiveness (Chisholm-Burns, et al., 2017). Leaders in an organization are called managers (Sharma & Jain, 2013). Based on data, the number of female managers has increased but male managers still dominate, as well as in various literatures, the number of female leaders is still low compared to male (Hejase, et al., 2013; Webster & Flood, 2015).

Table 1
Female senior manager positions globally

Country	Persentage
Russia	47
Indonesia	46
Estonia	40
Poland	40
Philippines	40
Lithuania	37
English	19
Brazil	19
German	18
India	17

Source : Survey Grant Thornton (2017)

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Table 1 above shows Indonesia's high position in the percentage of female leadership in organizations. This is supported by BPS (2019) data as follows :

Table 2

Distribution of Manager Positions in Indonesia

Gender	Distribution of Manager Positions by Gender (Persen)			
	2016	2017	2018	2019
Man	75.83	73.37	71.03	69.37
Women	24.17	26.63	28.97	30.63

Source : BPS data for 2019

Table 2 shows the positions of managers in Indonesian companies. Based on the table, the percentage of male managers is higher than female, but the percentage began to decline in 2017 and 2018 namely 73.37% and 71.03%, respectively. The percentage of female managers in 2018 was 28.97%, increasing to 30.63% in 2019. Research results in various countries and in Indonesia show an increase in the number of female leaders in organizations, but the data also shows that the number of male managers still dominates. Likewise, in various literatures it is stated that the number of female leaders is still low compared to men (Flood, 2015; Hejase et al., 2013)

According to Sakina & Siti (2013) Indonesia has a patriarchal culture which means that its cultural structure places the role of men as the sole, central, and everything ruler. The patriarchal system that dominates the culture of Indonesian society causes gender disparities and injustices that affect various aspects of human activities. Women leaders in Indonesia have a narrow perspective of symbolic idealization such as feeling it is impossible to achieve success in both the domestic and public fields, and

also feelings of guilt for violating the nature of women (Andajani et al., 2016). Awareness of the power of work and family is important for female leaders who are known to have more problems related to work-family conflict (Apperson et al., 2002). Therefore, positive feelings are needed, because by creating positive feelings individuals will have a broad perspective in influencing other roles and aspects in their lives. Work family strength (WFS) is a positive experience brought about from work roles as well as roles in the family (Greenhaus & Powell, 2006b).

Wang et al., (2018) found that having WFS helps individuals in making future career plans, facilitating time management, and career confidence. According to Hirschi & Valero (2015) individuals who experience more WFS will help facilitate self-improvement. WFS leads to awareness of one's own strengths, namely self-esteem, self-confidence, relationships with society (Tien & Wang, 2015). For that we need a measurement related to WFS. Measurement of WFS only has one measuring tool and was first carried out by Wang, Wu & Li (2014). Furthermore, WFS was used in the research of Wang, Wu & Li (2014) with the context of the State of Taiwan. The absence of adaptation in other languages is deemed necessary to adapt WFS scale in Indonesian.

The Rational of Study

For many people, family workers and caregivers are the most important and most invested in the development of their lives. Multiple roles can lead to role conflict and negative psychological outcomes, such as time-based conflict that causes tension. Notes. In the past, most research has focused on conflicts between work and family (Bellavia & Frone, 2005; Aboobaker, Edward & Pramatha, 2017), most of the research results found that when faced with problems coping with family and work, most showed more conflict, pressure, and need for help (Behson, 2002; Namasivayam & Mount, 2004). Based on the results of research by Moore, Greenberg & Gruberg (2002), the level of work-family conflict among female leaders is higher than that of male leaders.

Most conflicts between work and family cannot be avoided or eliminated altogether. In fact, superior power can help generate positive emotions in the person, and then help the person to face the problem from a more flexible angle, and then solve the problem (Fitzpatrick & Stalikas, 2008; Wang & Tien, 2011). Therefore, building work-family strength, being able to help explore work-family life from a positive perspective, assessing, understanding and seeing work-family strengths will reduce the sense of conflict between roles.

WFS are two important roles that dominate an individual's life during the career development process. When faced with dealing with problems between family and work, many individuals experience high levels of role conflict, pressure, and feelings of guilt (Livingston & Judge, 2008). So that inner strength is important for working parents. According to positive psychology, realizing power is very meaningful to individuals (Seligman & Csikszentmihalyi, 2000). This awareness is important because generating positive feelings creates more positive feelings, which replace a narrow perspective and positively affect their roles and other aspects of their lives (Fitzpatrick & Stalikas, 2008). Therefore, it is important to adapt WFS scale that has been developed by Wang, Wu & Li (2014) to better understand WFS of female leaders in Indonesia.

Method

The method used in this research is quantitative, the variables are measured using online and offline instruments distributed through the human resources department. This research will be conducted on 2 profit companies in Indonesia, because of the large number of female leaders they have, and currently preparing and developing female leaders, they have an average number of working hours per week ranging from 50-60 hours/week. The sample taken is 300 leaders because according to Hair (2017) that for big data the minimum subject used is 250 people. Guidelines in the adaptation process using the International Test Commission (ITC) Guidelines for Test Adaptation (2016). The construct validity in

this study was tested using Confirmatory Factor Analysis (CFA) to obtain a measurement model using Lisrel software version 8.8.

Scale Development

The WFS scale (Wang, 2018) consists of 2 sub-scales, namely the strength of working for the family (13 items), the strength of the family to work (12 items) so that the total item is work-family strength. Responses are represented by six Likert scales ranging from 1 (strongly disagree), 2 (disagree), 3 (slightly disagree), 4 (somewhat agree), 5 (agree), and 6 (strongly agree). This measuring instrument was chosen for the following reasons: this scale was used in the Asian context, and this measuring instrument proved to be a reliable and valid measuring instrument. Internal consistency values ranged between 0.92 and 0.93. The study of Wang, Wu & Li (2014) recommends using the total score for the two dimensions in the Scale as the score for the WFS. This WFS measuring instrument has a loading factor between 0.40 and 0.86. The WFS scale blue print is shown in table 3.

Table 3
Blue Print Work Family Strength Scale

Dimensions	Item	Total
Work family strength	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	13
Family work strength	14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24	12
Total		25

Guidelines in the adaptation process use the International Test Commission (ITC) Guidelines for Test Adaptation (2016). The scheme of the adaptation process can be seen in Figure 1.
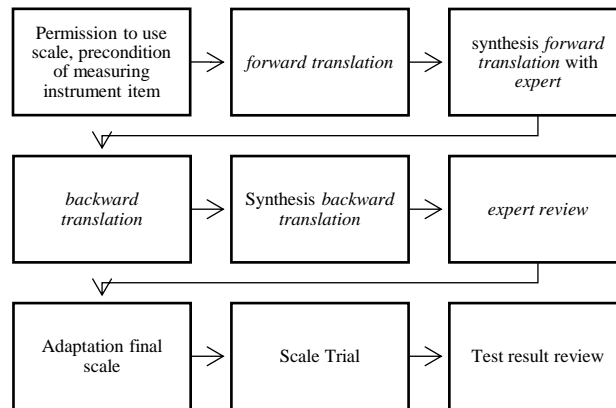
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Figure 1. Measuring instrument adaptation scheme

The researcher has asked permission from the measuring instrument developer via email and got a reply that the researcher is allowed to carry out the adaptation process. Furthermore, the development of measuring tools, at this stage there are several stages (International Test Commission, 2016), namely (a) adaptation by considering linguistic, psychological and cultural differences through the selection of experts with relevant expertise, (b) appropriate assessment procedures selected to maximize the suitability of the measuring instrument adaptation, (c) conduct a pilot study to provide evidence of the similarity of the instructions, the content of the measuring instrument, the administration method can be understood and have the same meaning for the intended population, (d) collect trial data on the adapted measuring instrument for item analysis, reliability assessment and measurement validity.

The author chooses translators who will be involved in the forward translation and back translation processes as well as experts who will be involved in the adaptation process. The selection is based on consideration of educational background, Indonesian and Taiwanese language skills, cultural understanding, and expertise in measurement, as well as experience and knowledge of psychology and

organization. The two approaches used in this research are validation based on test content and based on internal structure (evidence based on internal structure).

Result

Based on the assessment of comparability and similarity, the assessment of each item carried out by each expert, calculated the average value of each item. Sperber (2004) states that if the average score is >3 (7 is the worst agreement and 1 is the best agreement) then the item requires a formal review of the item translation. Sperber (2004) further explains that the retranslated items may differ from the original version's scale in the form of language and meaning conveyed, however, the similarity of meaning takes precedence over form. The form can be deliberately varied to ensure the same meaning. The results of the calculation of the level of comparability and similarity show that the comparability ranges from a value of 1.3 - 3 while the similarity ranges from a value of 1 - 3 which means that it is an equivalent item.

The validity of this approach is content validity, which is to prove the extent to which the items represent the construct being measured. On the adaptation scale, namely the work-family strength scale, it is given to expert reviewers who have a background in the form of expertise in the field of industry and organization. The experts gave a rating with a 4-point scale on the relevance (relevancy), importance (importance) and clarity (clarity) items, namely 1 = irrelevant, not important, not clear; 2= somewhat relevant, somewhat important, somewhat clear; 3=relevant enough, important enough, self-explanatory; 4= very relevant, very important, very clear. In this study, evidence based on test content was carried out by calculating the content validity index (CVI) on the three adapted measuring instruments. Polit, Beck & Owen (2007) stated that the CVI value can be calculated for each item on the scale (I-CVI) and for the overall scale (S-CVI). Based on the results of reviews from experts, the authors make a dichotomy score for the measuring instrument, namely a score of 1 for assessments 3 and 4 and a score of 0 for assessments 1 and 2. The results of the I-CVI and S-CVI calculations can be seen in Appendix 7b. Furthermore, in calculating the I-CVI is done using the following formula:

Table 5
CVI Work Family Strength Scale

Scale	Work Family Strength		
	R	I	C
I-CVI	1.00	1.00	0.67 – 1.00

CVI % or agreement= <u>The number of experts who agreed to give a score of 3 or 4</u>
Total experts who made the assessment

Based on the results of the I-CVI calculation, it is known that the average ranges from 0.67 to 1.00 so that the items on the scale can be used entirely. The next step is to find evidence of construct validity, theoretically WFS model from Wang, Wu & Li (2014) consists of 2 dimensions, namely work-family strength and family-work strength. Based on the results of testing WFS construct with confirmatory factor analysis (CFA), the following results are obtained:

Table 6
Confirmatory Factor Analysis Work Family Strength Scale

Model	Output	Information
Chi-Square	0.00	Not fit
Root mean square error of approximation (RMSEA)	0.12	Poor fit
Goodness of fit (GFI)	0.70	Moderate
Adjusted goodness of fit (AGFI)	0.64	Moderate
Root mean square residual (RMR)	0.20	Fit
Standardized root mean square residual (SRMR)	0.08	Moderate
Normed-fit index (NFI)	0.82	Moderate
Comparative fit-index (CFI)	0.84	Moderate
Parsimony goodness-of fit (PGFI)	0.59	Fit
Parsimony normed fit index (PNFI)	0.75	Fit

Based on the model fit criteria, the results show an indication of good fit or the model is declared fit. Furthermore, the results of the second order confirmatory factor analysis (CFA) can be seen in the part diagram in Figure 4.6.
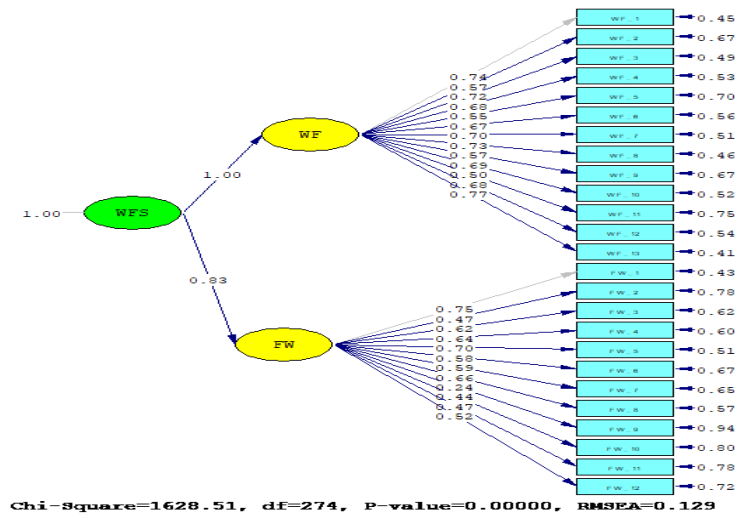

Figure 1. Path Diagram Work Family Strength Scale

In the results of confirmatory factor analysis (CFA) it is known that the family work strength dimension has a loading factor below 0.4 so it is not included in the second round. Furthermore, after the second round, the results can be seen in Figure 2.
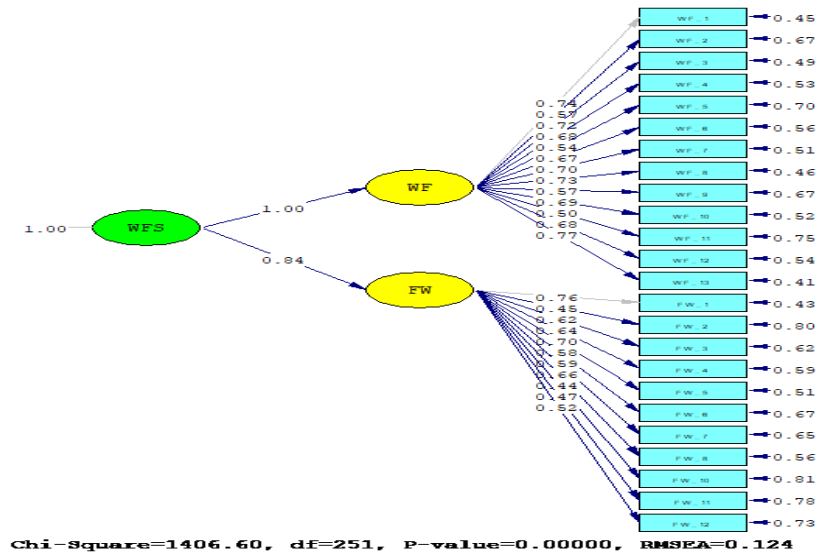
Figure 2. Path Diagram Work Family Strength Scale

The results of the second round of confirmatory factor analysis (CFA) show that the work-family strength dimension has a loading factor between 0.50-0.71, the family-work strength dimension has a loading factor between 0.41-0.63. Completely presented in table 7.

Table 7.
Loading Factor Work Family Strength Scale

Dimensions/item	Factor Loading
WFS	
1. Pekerjaan memberi ruang bagi saya untuk berpikir dan menyesuaikan suasana hati saya, sehingga saya dapat menghadapi keluarga dengan lebih baik.	0.74
2. Pekerjaan memberi saya rasa pencapaian dan nilai yang berbeda dari keluarga saya.	0.57
3. Pekerjaan memungkinkan saya untuk berganti peran sementara waktu agar dapat menyingkirkan perhatian pada permasalahan keluarga.	0.72
4. Saling bertukar pengalaman hidup dengan rekan kerja dapat meningkatkan kemampuan saya dalam mengurus keluarga.	0.68
5. Pekerjaan membantu saya menjadi lebih stabil dalam rutinitas harian saya.	0.54
6. Pekerjaan membuat interaksi saya dengan keluarga lebih memiliki topik yang beragam untuk dibahas.	0.67
7. Antusiasme saya untuk bekerja dan rasa pencapaian membuat saya lebih berenergi untuk mengurus keluarga saya.	0.70
8. Pekerjaan membuat saya lebih percaya diri di depan pasangan atau keluarga saya.	0.73
9. Pekerjaan memungkinkan saya untuk mandiri secara finansial dan menggunakan uang secara mandiri.	0.57
10. Gaya dan sikap kerja saya adalah teladan bagi kehidupan atau karier anak saya di masa depan.	0.69
11. Penghasilan saya membuat saya lebih mampu membesarkan anak.	0.50
12. Ketika anak-anak atau anggota keluarga melihat upaya dan pencapaian saya di tempat kerja, mereka mendukung saya.	0.68
13. Pekerjaan ini membiayai kebutuhan keluarga saya	0.77
FWS	
14. Dukungan yang diberikan anak atau keluarga saya memungkinkan saya untuk menghadapi tekanan pekerjaan	0.76
15. Demi keluarga, saya lebih termotivasi untuk mempertahankan pekerjaan saya atau naik ke level berikutnya.	0.45
16. Dukungan keluarga membantu perkembangan karier saya	
17. Peran keluarga menyadarkan saya untuk tidak berkomitmen berlebihan dalam pekerjaan agar hidup saya lebih seimbang.	0.62
18. Keluarga dapat membebaskan saya dari tekanan kerja dan bersantai.	0.64
19. Karena keluarga dan anak-anak, saya lebih mampu berempati dengan kesulitan rekan kerja di rumah dan di tempat kerja, dan hal ini meningkatkan hubungan saya dan rekan di tempat kerja.	0.70
20. Karena keluarga saya memikirkan perencanaan karier dari perspektif jangka panjang.	0.58
21. Peran keluarga dapat membantu saya menghindari hiburan yang tidak perlu.	0.59

23. Memiliki keluarga membuat saya lebih sadar akan manajemen waktu dan lebih efisien dalam bekerja.	0.66
24. Peran keluarga memungkinkan saya memiliki pengalaman kerja yang berbeda dan lebih mampu menghadapi tantangan kerja.	0.44
25. Dukungan dan bantuan keluarga membuat saya bekerja dengan percaya diri.	0.47
Total	
Work- Family Strength	
Family-Work Strength	0.52
	1.00
	0.84

In the results of this study using the CFA second order confirmatory factor, it was found that the measurement model was slightly different from the original measurement model because the aspect of Family Work Strength no 22 had a loading factor below 0.40 so it was not included in the second round. The thing that might affect the results of this trial analysis is probably the language structure that is difficult to understand. The author needs to revise the sentence structure of the item/item. The final scale blueprint is as follows:

Table 8
Blue Print Work Family Strength Scale Final Version

Aspect	Number aitem	Total
Work-Family Strength	1, 2, 3, 4, 5, 6 7, 8, 9,10, 11, 12, 13	13
Family-Work Strength	14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25	11
Total		24

Discriminant Validity

Based on the results of the discriminant validity test by comparing the square root of the AVE with the correlation value between constructs, the results can be seen in table 9.

Table 9
Correlation between constructs and square root of AVE

Aspect	WF	FW
WF	0.66	
FW	0.84	0.59

The number on the diagonal is the AVE square root value, based on the table above, it can be concluded that there is no construct that has a higher AVE square root value than the correlation between other constructs and this indicates poor discriminant validity. However, according to Perugini & Bagozzi (2001), discriminant analysis can be done by comparing the correlation value with the number 1, if the correlation value is less than 1 then discriminant validity is achieved.

Reliability

Reliability must be tested to see the consistency of the measurement of the observed variables together for each construct. Whether or not the reliability of a construct can be seen from the value of Construct Reliability (CR) and the value of variance extracted (AVE). The construct reliability coefficient emphasizes how far the measuring indicators reflect the latent factors that are compiled. The greater the indicator reflects the latent factor, the greater the measurement reliability value. Construct Reliability (CR) value of 0.70 or more indicates good reliability, while reliability 0.60-0.70 is still acceptable on the condition that the validity of the indicators in the model is good (Ghozali, 2017). The value of Construct Reliability (CR) can be calculated by the following formula:

$$CR = \frac{(\sum SLF)2}{(\sum SLF)2 + (\sum e)}$$

Information :

CR (Construct Reliability) : Consistency of a measurement
$\sum$SLF   : The standard number of loading factors of each item
$\sum$e : The number of errors for each item

The variance extracted (AVE) value is also used to test the reliability. Variance extracted (AVE) shows the total variance of a construct that can be explained by the measurements taken. The variance extracted (AVE) is calculated as the total square of standardized factor loading (squared multiple correlation) divided by the total square of standardizes loading plus the total variance of the error. An AVE value equal to or above 0.50 indicates a good convergence (Ghozali, 2017). The AVE value must be calculated for each latent construct. Variance extracted (AVE) can be calculated using the following formula:

$$VE = \frac{\sum SLF2}{\sum SLF2 + (\sum e)}$$

Information:

AVE (Variance extracted) : Consistency of a measurement
$\sum SLF$: The standard number of loading factors of each item
$\sum e$: The number of errors for each item

The results of the Construct Reliability (CR) and variance extracted (AVE) tests can be observed in table 4.22. The test results show the value of Construct Reliability (CR) is greater than 0.69, the value of construct reliability (CR) is greater than 0.60. This indicates that the five constructs are declared reliable. The extracted variance (AVE) value is mostly less than the 0.50 threshold, this shows that the reliability of each construct with a value of less than 0.50 is not good, but if the AVE value is less than 0.50 it is still acceptable on condition that the composite reliability (CR) value is higher than 0.60. and convergent validity is eligible (Huang, Chun-Che et al, 2013).

Table 10
The results of the Construct Reliability (CR) and variance extracted (AVE)

Construct	Construct Reliability (CR)	Variance Extracted (Ave)	Description
Wfs Work-Family Strength	0.90	0.44	Reliable
Family-Work Strength	0.85	0.35	Reliable

Discussion

The factor load and t-values of each factor in the second order CFA adoption of the Work family strength scale are work-family strength (1.00; t=14.15), family work strength (0.84; t = 10.75). All factors show a positive correlation value. The factor load value is equal to or greater than 0.4 and the standard t-values above 1.96 indicate that the factor describes the construct to be measured. Based on this, the work-family strength and family work strength factors indicate that these two factors are dimensions that describe work-family strength behavior in the context of female leaders in Indonesia.

To see which variable has the greatest influence, it is highly recommended to look at standardized estimates rather than unstandardized estimates. In the work-family strength model, it is known that the work-family strength construct has the greatest influence on the dimensions of work-family strength than on the dimensions of family work strength. These results indicate that female leaders in Indonesia are able to take advantage of work to bring into family life.

The novelty that can be given to this scale trial is that research on work family strength so far has not been adapted in other languages so that the availability of this measuring tool will help research work family strength, especially in Indonesia. Recommendations that can be given to other researchers who are interested in researching are that the results of the adoption of this work family strength scale can

be used by researchers as a measuring tool for work family strength, especially in the field of companies. Thus, it can be concluded that the process of adopting a work family strength measuring instrument from Wang (2014) will be able to assist the development of work family strength studies in Indonesia.

Conclusion

The purpose of this research is to adapt the work family strength instrument so that it can be used in Indonesia. Based on the results of the CFA analysis, it can be concluded that the work family strength measurement model consists of two dimensions, namely work family strength consisting of 13 items and family work strength consisting of 12 items where there is 1 item that does not meet the loading factor value, namely item no 22. Scale work family strength has evidence of internal structure validity, has evidence of convergent and discriminant validity. The reliability of the work family strength scale is also quite good, so it will provide relatively consistent results when re-measurement is carried out.

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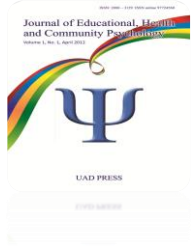
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