



**THE NEXUS OF WOMEN LEADERSHIP AND
ORGANIZATIONAL PERFORMANCE: THE
MODERATED MEDIATION ROLE OF EMPLOYEES'
LEVEL OF TRUST**

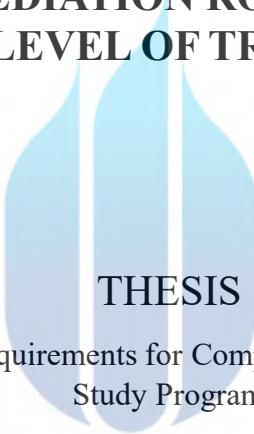


**MASTER OF MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
MERCU BUANA UNIVERSITY**

2025



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ORGANIZATIONAL PERFORMANCE: THE
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LEVEL OF TRUST**



THESIS

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Submitted as One of the Requirements for Completing the Master of Management
Study Program

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FACULTY OF ECONOMICS AND BUSINESS
MERCU BUANA UNIVERSITY**

2025

ABSTRACT

There has been a growing movement aligned with Sustainable Development Goal (SDG) 5, which aims to achieve gender equality and empower all women and girls. This goal focuses on eliminating discrimination, violence, and harmful practices while promoting equal opportunities for women in leadership and decision-making roles. This study examines the impact of women leadership on organizational performance, focusing on the mediating role of ambidextrous capability—the ability to balance innovation and efficiency, as well as moderated mediation role of employees' level of trust. This study adopts a quantitative research design using a non-probability purposive sampling technique, incorporating four variables and 26 indicators. The data is collected from 163 employees who are currently working under women in managerial position in Jakarta, Indonesia. Data was then analysed through SEM-PLS, with the findings reveal that while women leadership does not directly influence performance, it significantly enhances ambidextrous capability, which in turn drives organizational success. The study underscores the need for leadership strategies that foster ambidexterity and employee trust to optimize organizational growth. Future research should consider industry, culture, and structural influences on these dynamics.

Keywords: Women Leadership; Organizational Performance; Ambidextrous Capability; Resource Based View; Dynamic Capability



ABSTRAK

Sustainable Development Goal (SDG) 5 bertujuan untuk mencapai kesetaraan gender dan memberdayakan perempuan dan anak perempuan, serta menghapus diskriminasi sekaligus mendorong kesetaraan peluang bagi perempuan dalam peran kepemimpinan dan pengambilan keputusan. Maka untuk mendukung hal tersebut, studi ini meneliti dampak kepemimpinan perempuan terhadap kinerja organisasi, dengan menyoroti peran mediasi kapabilitas *ambidextrous*—kemampuan menyeimbangkan inovasi dan efisiensi—serta peran mediasi yang dimoderasi oleh tingkat kepercayaan karyawan. Studi ini menggunakan desain penelitian kuantitatif dengan teknik *non-probability purposive sampling*, melibatkan empat variabel dan 26 indikator. Data dikumpulkan dari 163 karyawan yang saat ini bekerja di bawah kepemimpinan perempuan dalam posisi manajerial di Jakarta, Indonesia. Analisis data dilakukan menggunakan SEM-PLS, dengan temuan yang mengungkap bahwa meskipun kepemimpinan perempuan tidak secara langsung memengaruhi kinerja, ia secara signifikan meningkatkan kapabilitas ambidekstrous, yang pada akhirnya mendorong keberhasilan organisasi. Studi ini menekankan pentingnya strategi kepemimpinan yang mendorong kemampuan *ambidextrous* dan kepercayaan karyawan untuk mengoptimalkan pertumbuhan organisasi. Penelitian di masa depan sebaiknya mempertimbangkan pengaruh industri, budaya, dan struktur terhadap dinamika ini.

Kata kunci: Kepemimpinan Perempuan; Kinerja Organisasi; Kapabilitas Ambidextrous; Resource-Based View; Dynamic Capability.



ENDORSEMENT SHEET

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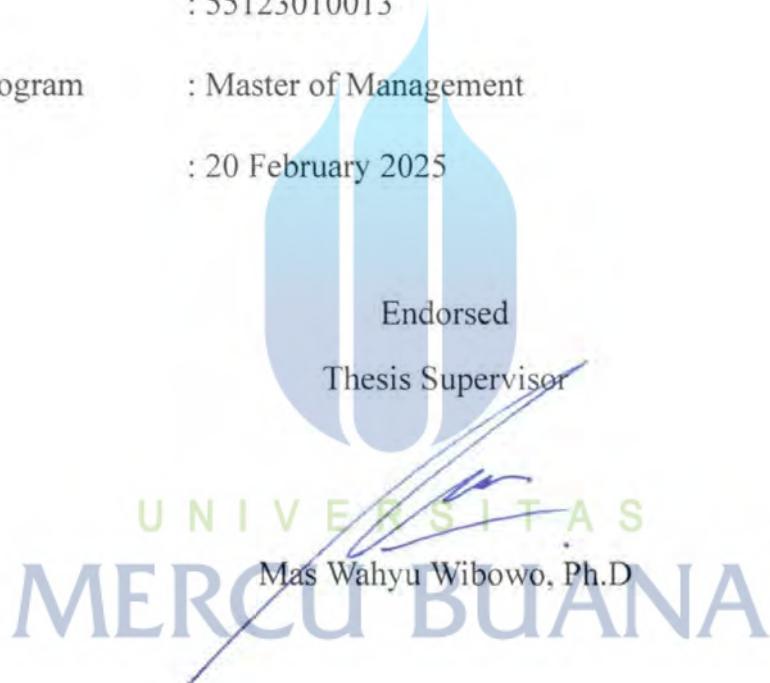
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STATEMENT OF OWN WORK

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Are the result of research and my own work under the guidance of the Academic Advisor appointed by the Decree of the Master of Management Program, Faculty of Economics and Business, Mercu Buana University.

This thesis has never been submitted to obtain a degree in a similar program at any other university. All information, data, and data processing results presented have been clearly stated with their sources and can be verified for accuracy.

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FOREWORD

With deep gratitude, the author has completed this thesis with the title “The Nexus of Women Leadership and Organizational Performance: The Moderated Mediation Role of Employees’ Level of Trust“. This thesis is a requirement to a degree in the Master of Management Study Program, Faculty of Economics and Business, Universitas Mercu Buana.

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The author realizes as an ordinary human being, that this research is not free from mistakes and shortcomings due to limited knowledge and experience. Therefore, the author expects all forms of suggestions and input and even constructive criticism from various parties. In addition, with all sincerity and humility, the author apologizes if there are errors and weaknesses in this thesis. Finally, I hope this thesis is useful and can increase knowledge, especially for writers and readers in general.

Jakarta, 20 February 2025

Nadia Ingrida Tjuatja, ST

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