



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

THESIS

UNIVERSITAS
NADIA INGRIDA TJUATJA
MERCU BUANA
55123010013

**MASTER OF MANAGEMENT STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
MERCU BUANA UNIVERSITY
2025**



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

THESIS

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

UNIVERSITAS
MERCU BUANA
NADIA INGRIDA TJUATJA
55123010013

**MASTER OF MANAGEMENT STUDY PROGRAM
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

UNIVERSITAS
MERCU BUANA

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.

UNIVERSITAS
MERCU BUANA

ENDORSEMENT SHEET

Title : The Nexus of Women Leadership and Organizational Performance: The Moderated Mediation Role of Employees' Level of Trust

Thesis : Quantitative Human Resource Research

Name : Nadia Ingrida Tjuatja

NIM : 55123010013

Study Program : Master of Management

Date : 20 February 2025

Endorsed
Thesis Supervisor

UNIVERSITAS
MERCU BUANA

Mas Wahyu Wibowo, Ph.D

The Dean of the
Faculty of Economics and Business



(Dr. Nurul Hidayah, M.Si. Ak.)

Head of the
Master of Management Program



(Dr. Lenny Christina Nawangsari, MM)

STATEMENT OF OWN WORK

I, the undersigned, hereby declare truthfully that all statements in this Thesis:

Title : The Nexus of Women Leadership and Organizational Performance: The Moderated Mediation Role of Employees' Level of Trust

Thesis : Quantitative Human Resource Research

Name : Nadia Ingrida Tjuatja

NIM : 55123010013

Study Program : Master of Management

Date : 20 February 2025

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.

UNIVERSITAS
MERCU BUANA

Jakarta, 20 February 2025



Nadia Ingrida Tjuatja, ST

**PERNYATAAN PENGECEKAN PLAGIASI (*SIMILARITY*)
KARYA ILMIAH**
/SIMILARITY CHECK STATEMENT FOR SCIENTIFIC WORKS

Saya yang bertanda tangan di bawah ini menyatakan, bahwa karya ilmiah yang ditulis oleh
/The undersigned, hereby declare that the scientific work written by

Nama */Name* : Nadia Ingrida Tjuatja
NIM */Student id Number* : 55123010013
Program Studi */Study program* : S2 Manajemen

dengan judul:
/The title:

“The Nexus of Women Leadership and Organizational Performance: The Moderated Mediation Role of Employees' Level of Trust”

telah dilakukan pengujian plagiasi (*similarity*) dengan sistem *Turnitin* pada tanggal:
/Has undergone a plagiarism (similarity) check using the Turnitin system on the date:

6 Maret 2025

didapatkan nilai persentase sebesar:
and the similarity percentage obtained was:

13 %

UNIVERSITAS
MERCU BUANA

Jakarta, 6 Maret 2025

**Kepala Administrasi/ Tata Usaha
FEB Universitas Mercu Buana**

/Head of FEB Administrator



scan or [click here](#) for verify

Ahmad Faqih, S.E., M.M.

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.

The author would like to express his gratitude to Mas Wahyu Wibowo, Ph.D, as the Thesis Supervisor who has given time, guidance, enthusiasm, knowledge, and advice for the completion of this thesis. The preparation of this thesis is also inseparable from the guidance, assistance, and support that is meaningful from various parties. Therefore, on this occasion, the author would like to thank all those who have helped in the preparation of this thesis, especially:

1. Prof. Dr. Ir. Andi Adriansyah, M.Eng., as the Rector of Mercu Buana University.
2. Dr. Nurul Hidayah, M.Si. Ak. The Dean of the Faculty of Economics and Business, Universitas Mercu Buana.
3. Dr. Lenny Christina Nawangsari, ST, MM, as Head of the Master of Management Program, Faculty of Economics and Business, Universitas Mercu Buana.
4. The Chief Examiner, as the chief examiner of the final thesis examination, who has provided very meaningful input for the improvement of this thesis.
5. Especially, my beloved parents who have given endless encouragement, prayers and moral and material support to the author and provided a lot of inspiration in completing this thesis.

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

TABLE OF CONTENTS

ABSTRACT	i
ABSTRAK	ii
ENDORSEMENT SHEET.....	iii
STATEMENT OF OWN WORK.....	iv
TURNITIN TEST RESULT	v
FOREWORD.....	vi
TABLE OF CONTENTS	vii
TABLE LIST	x
PICTURE LIST	xi
APPENDIX LIST	xii
CHAPTER I. INTRODUCTION	1
1.1. Background of the Research	1
1.2. Research Questions.....	5
1.3. Research Objective.....	6
1.4. Research Contribution	7
1.4.1. Theoretical	7
1.4.2. Practical	8
CHAPTER II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT	9
2.1. Theory Review	9
2.1.1. SDG Theory.....	9
2.1.2. Resource Based view	11
2.1.2. Women Leadership.....	12
2.1.3. Theory of Transformative Feminist Leadership	14

2.1.4. Theory of Servant Leadership.....	17
2.1.5. Ambidextrous Capability.....	20
2.1.6. Dynamic capability	22
2.1.7. Organizational Performance	23
2.1.8. Employee’s Level of Trust.....	24
2.1.9. Relationship Between Theories	25
2.2. Previous Researches	29
2.3. Hypothesis Development.....	39
2.3.1. Women Leadership and Ambidextrous Capability	39
2.3.2. Ambidextrous Capability and Organizational Performance	39
2.3.3. Organizational Performance	40
2.3.4. Mediating Role of Ambidextrous Capability.....	40
2.3.5. Conditional Moderating Role of Employees’ Level of Trust	41
2.4. Conceptual Framework.....	42
CHAPTER III. RESEARCH METHOD	43
3.1. Research Design	43
3.2. Definition and Operationalization of Variables.....	43
3.3. Population and Sample	45
3.4. Data Collection Method.....	45
3.5. Data Analysis Method.....	46
3.5.1. Structural Equation Modelling With PLS.....	46
CHAPTER IV. RESULT AND DISCUSSION	53
4.1. General Description of the Location or Object of Research.....	53
4.2. Data Analysis	53
4.2.1. Measurement Model Results	57

4.2.2. Discriminant Validity	60
4.2.3. Collinearity Assessment	60
4.2.4. Model Fit	61
4.2.5. Structural Model Results	62
4.2.6. Hypothesis Testing	65
4.2.7. Conditional Mediating.....	66
4.3. Discussion	67
4.3.1. Women Leadership to Ambidextrous Capability	67
4.3.2. Ambidextrous Capability to Organizational Performance	68
4.3.3. Women Leadership to Organizational Performance	69
4.3.4. AC Mediating Between WL and OP	70
4.3.5. WL and AC Strengthen by ELT	71
4.3.6. ELT Moderates the Mediating Effect of AC in the Relationship Between WL and OP.....	72
CHAPTER V. CONCLUSION AND SUGGESTION.....	75
5.1. Conclusion	75
5.2. Suggestions	77
5.2.1. Suggestions for Managerial	77
5.2.1. Suggestions for Future Research	78
BIBLIOGRAPHY.....	81
APPENDIX	89

TABLE LIST

Table 2.1. Previous Researches	29
Table 3.1. Operationalization of Variables.....	43
Table 4.1. Respondents' Gender.....	54
Table 4.2. Respondents' Age Group.....	54
Table 4.3. Respondents' Field of Work.....	56
Table 4.4. Factor Loading, Reliability, and Validity.....	59
Table 4.5. Discriminant Validity.....	60
Table 4.6. Collinearity Statistics (VIF).....	61
Table 4.7. Model Fit.....	61
Table 4.8. Results of the R Square (R^2) Test.....	63
Table 4.9. Results of the Effect Size (f^2) Test.....	64
Table 4.10. Results of the Predictive Relevance (Q^2) Test.....	64
Table 4.11. Hypothesis Table.....	65
Table 4.12. Conditional Mediating Results.....	66

PICTURE LIST

Figure 2.1. Conceptual Framework.....	42
Figure 3.1. Moderated Mediation Theoretical Model.....	52
Figure 4.1. Respondents' Age Chart.....	55
Figure 4.2. Respondents' Field of Work Chart.....	57
Figure 4.3. PLS Algorithm Output.....	62
Figure 4.4. Bootstrapping Output.....	67
Figure 4.5. Slope Analysis of Moderating Relationship.....	72
Figure 4.6. Conditional Indirect Effect for Moderator.....	74



APPENDIX LIST

Research Questionnaire.....	89
Curriculum Vitae (CV)	98

