

# The Role of Woman Business Owners in Implementing Transformational Leadership Style and Workforce Diversity through Job Satisfaction in Improving Employee Performance for Company Sustainability

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## ABSTRACT

The leadership role of women as business owners realizes gender equality and business sustainability. To ensure company sustainability, women as business owners are important in implementing a transformational leadership style and encouraging workforce diversity toward a more equitable and sustainable future in all business sectors. In this study, we examine transformational leadership style, and workforce diversity through job satisfaction in improving employee performance for health workers. Using a questionnaire survey method to capture 355 staff in the healthcare industry in Indonesia. The study's findings indicate that long-term corporate sustainability is positively impacted by female business owners, transformational leadership, workforce diversity, job happiness, and employee performance. According to the findings of mediation effects, employee performance and transformational leadership style are partially mediated by work satisfaction. Employee performance and workforce diversity are not mediated by job satisfaction. This study offers implications for future empirically based research as well as theoretical and managerial insights.

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## 1. INTRODUCTION

In the current era of globalization, competition between businesses is becoming increasingly fierce. Technology is developing faster, and consumer behavior is also changing. Therefore, companies need good management and must develop business strategies and tactics aimed at the company's sustainable development. To achieve good company management, leaders play an

important role in influencing efforts to ensure smooth company management. Healthcare leadership is arguably more demanding than most industries [1]. Leadership is essential to future-proof healthcare, redeploy resources, and leverage technology to integrate progress. There is a power imbalance between male and female leaders. According to [2] gaps and challenges at the company level are also visible at the global regional level. These gaps and challenges are visible at the business

level, namely, awareness of the SDGs in low-income countries with significant gender gaps [3]. Women entrepreneurs are a minority group compared to male entrepreneurs in developing countries. However, women often have the collaborative and transformational leadership styles needed in today's challenging times [4] often feel hindered in their journey to higher leadership positions [4]. According to [5], countries including low- and middle-income countries, including Indonesia, only 5% of global health leaders are women. According to [6], based on data on the number of CEOs in the health sector, men is an important aspect in achieving the 2030 SDGs. One potential solution is to focus on the development and empowerment of women through entrepreneurship on a national and international scale.

In the Asia-Pacific region, women have been at the forefront of driving economic growth, innovation, and social progress. One of the most significant efforts towards gender equality and workforce diversity involves all parties including race, religion, and gender [7]. Women often face workplace discrimination, including unequal pay and limited advancement opportunities. Leadership and role models are crucial in promoting equality and diversity. In the healthcare sector, leaders need strong skills, vision, and adaptability to global and national shifts. Transformational leadership, particularly from women business owners, plays a key role in driving innovation and inclusivity, which are essential for the long-term sustainability of organizations. By fostering workforce diversity, these leaders contribute to sustainable business growth.

Women have been observed to adopt transformational leadership approaches and encourage positive workforce diversity. Women entrepreneurs tend to exhibit more transformational leadership characteristics [8]. Leadership requires active employee participation in decision-making. Therefore, employees not only recognize the need for transformation, but also prioritize their job satisfaction [9]. However, transformation is complex, especially in an environment where companies are facing short-term crises while

trying to transform to achieve sustainable long-term results.

## 2. LITERATURE REVIEW

### 2.1 *Women business owners*

The latest Global Entrepreneurship Monitor (GEM) Women's Entrepreneurship Report 2018/2019 shows that 231 million women started or launched businesses across 59 economies around the world. The importance of women in processes of economic development, personal health, and social advancement has long been recognized by many organizations and government agencies [10]. The role of women in the context of entrepreneurship cannot be ignored as women can become a leadership role in changing society, community empowerment, and contribution of women in fostering economic development [11]. According to [12] found that the psychological capital of female entrepreneurs has a significant impact on the firm's subsequent innovativeness and sustainability.

### 2.2 *Company sustainability*

Sustainable business refers to enterprises that deliver consistent short- and long-term benefits while integrating social, economic, legal, behavioral, and environmental values into their strategies. The concept is often encapsulated by the three pillars of sustainability: people, profit, and planet. The term itself combines "sustainable," meaning capable of being maintained, and "business," signifying commercial activity. In essence, sustainable businesses prioritize practices that support ongoing growth and responsibility towards society and the environment. It can also be interpreted that a sustainable business is a business that has benefits for both short-term benefits and long-term benefits and is sustainable, not just from time to time [13].

### 2.3 *Transformation leadership style*

Most academics are interested in the topic of leadership, which is important for the success of organizations, regardless of industry. Overcoming global health problems requires strong leadership [14]. This can be seen from the increasing interest in

perceptions of health management and leadership, especially in recent times, which is reflected in the frequency of research on health leadership globally [15]. Transformational leadership inspires subordinates who aim to produce dramatic changes in their views and build commitment to the mission, vision, and goals of the organization [14]. Transformational leadership has significant effectiveness in the healthcare sector, as it can help improve patient outcomes and improve service quality [16].

Professional health leadership is critical to strengthening the quality and integration of services. Leadership is defined as the relationship between the individual who leads and the party who determines the choice to follow, while leadership refers to the behavior of directing and coordinating the activities of a team or group of people toward the same goal [16]. All supporters of transformational leadership argue that transformative leaders create trust, loyalty, admiration, and respect for their followers, as well as between followers and leaders so that they are voluntarily ready to achieve the targets, goals, and vision of the organization. According to [15], the most recommended leadership style is transformational leadership. One of the main components of being a transformational leader is the ability to determine direction, which means it is predictive and sometimes creates the future for a company or organization in increasing job satisfaction. Female entrepreneurs tend to feature more characteristics of transformational leadership [8].

*H1. Transformational leadership style has a significant and positive effect on job satisfaction*

*H2. Transformational leadership style has a significant and positive effect on employee performance*

## **2.4 Workforce diversity**

The concept of diversity has evolved to encompass strategic targets for improving organizational performance and effectiveness. Therefore, organizations encourage workforce diversity to improve organizational performance [17]. Workforce diversity refers to differences based on any

characteristics for example age, gender, race, and educational background so that make employees different or perceive themselves as different from other coworkers. Although one might initially associate workforce diversity with racial, diversity researchers have highlighted that diversity has many more attributions and is ubiquitous in today's workplaces [18]. Surface-level diversity refers to differences in observable characteristics, such as age, gender, and race; while deep-level diversity refers to differences in a person's personal values, beliefs, and cognition. As a result, even if diversity at the surface level is low (e.g., people are in the same age range), diversity at the deep level can be high (e.g., each person's values are different) [18].

*H3. Workforce diversity has a significant and positive effect on job satisfaction*

*H4. Workforce diversity has a significant and positive effect on employee performance*

## **2.5 Job satisfaction**

According to [19] one of the important tools in managing human resources in an organization is creating employee job satisfaction. It is stated that one part of a company has a very important role in determining success. Achievement results are following company goals that have been set by company management and by knowing employee job satisfaction. Job satisfaction according to [20] is defined as the result of employees' perceptions of how well the job provides things that are considered important. Job satisfaction is a state of happy emotions or positive emotions that arise from evaluating one's work or work experience. In the era of globalization, company leaders not only pay attention to ways to advance the company but also strive to increase employee job satisfaction, so they want to work better for the company.

*H5. Job satisfaction has a significant and positive effect on employee performance*

*H6. Transformational leadership style has a significant and positive effect on employee performance through job satisfaction*

*H7. Workforce diversity style has a significant and positive effect on employee performance through job satisfaction*

## 2.6 Employee performance

Employee performance is the result of an employee's work over a certain period both in quality and quantity based on predetermined and agreed criteria [20]. Employees are the most expensive resource in a Health Care Organization (HCO) whose activities are needed to align with the organization's mission and a serious focus on increasing employee competency and improving their performance can significantly improve organizational performance [21]. Evaluating employee performance through systems like measurement, monitoring, and self-assessment is crucial for boosting accountability and improving organizational outcomes [21]. President Joko Widodo highlighted that around two million Indonesians still seek medical treatment abroad, causing Indonesia to lose approximately 180 trillion rupiahs annually, as reported by CNN Indonesia. This indicates the need for better domestic healthcare services to reduce such losses.

## 3. METHODS

### 3.1 Study population and data collection procedure

This study was conducted in the residential areas of Bogor and Malang City, Indonesia, using a questionnaire survey divided into two parts. The first part collected

demographic data, while the second assessed transformational leadership style, workforce diversity, and job satisfaction among women business owners to evaluate company sustainability. A total of 355 samples were gathered through a non-probability sampling method, which does not provide equal selection opportunities for all members of the population [22].

### 3.2 Measures

The questionnaire was developed using scales from various previous studies. The measurement of constructs is measured on a 5-point Likert scale as 1 = strongly disagree and 5 = strongly agree [23]. The measure for transformational leadership style with measurements based on indicators such as inspirational motivation, intellectual stimulation, individualized consideration [24]. There are three measurements of indicators in workforce diversity, namely age, education, ethnicity [25].

Employee performance with measurements of service quality, timeliness, presence indicators [26]. Job satisfaction with measurements of three indicators, namely wages, opportunities for promotion, and supervisor supervision [27]. The four measures for business owners will help to check in managing internal management and staff point of views on business owners aimed at company sustainability.



Figure 1. Conceptual model showing the casual relationship between variables

## 4. RESULTS AND DISCUSSION

The study utilized partial least squares structural equation modeling (PLS-SEM). the partial least squares (PLS) model is a variance-based structural equation

modeling technique widely applied in business and social sciences [28]. A different approach to structural equation modeling (SEM) that may be used to estimate models containing reflecting or formative indicators

is partial least squares (PLS) [29]. Structural equation modeling-Partial Least Square (SEM-PLS) is a powerful analysis method because it allows structural equation modeling with the assumption that the data used does not have to be normally distributed. The study examines transformational leadership style, workforce diversity, and employee performance, and also plays the role of influencing variable to the independent variables and same time the dependent variable of job satisfaction.

#### 4.1 Common method variance

This study used Harman's Single Factor Test to find common method bias. However, the analysis implies that there is no serious problem related to common method variance in this study. If the total variance for a factor is less than 50%, then CMV does not affect the data. For the current study, the total variance is 27.93% which is less than 50% in accordance with the absence of CMV [30].

#### 4.2 Demographic profile

The sample shows a frequency of 127 (35.8%) and 228 (64.2%) representing male and female health staff. Most of the participant is between 31 – 40 years of age representing (45.6%) and have work experiences 4 – 7 years (29.9%). Most of the participant on occupation's participant representing 99 (27.9%) are nurse, while 19.4% and 16.9% are midwife and doctor respectively.

#### 4.3 Results for measurement model assessment

In assessing the reflective measurement model, four-step were followed; (i) the assessment of internal consistency through composite reliability for each variable of an  $> 0.70$ , the cronbach's alpha value for each variable of an  $.0.6$  all constructs, (ii) the assessment of convergent validity through average variance extracted (AVE) value a  $.0.50$ .

In assessing structural models, five criteria are used to assess a structural model (SM) using PLS-SEM. The structural model (inner model) describes the cause-and-effect relationship between latent variables that have been built based on the substance of the theory. Appropriate t-value assessment of path coefficients via bootstrapping with 1000 in Goesjahjanti, & Asbari, (2020). Furthermore, the results presented in Table 1 show that the internal consistency of the measures used, Cronbach's Alpha (CA) ranged from (0.183 to 0.489), and composite reliability (CR) ranged from (0.645 to 0.731). For convergent validity, the factor loadings (FA) of all the items and the average variance extracted (AVE) were conducted. Convergent validity was confirmed because all the items' loading was more than 0.5 and AVE for all the constructs was more than 0.5 thresholds [31]. All the mentioned results are presented in Table 1.

Table 1. Measures of constructs

Constructs	Indicators	Factor loading	AVE	CR	CA
Transformational leadership style	Individual consideration	.753	.382	.645	.183
	Inspirational motivation	.536			
	Intellectual stimulation	.568			
Workforce diversity	Age	.719	.412	.676	.301
	Education	.568			
	Ethnicity	.631			
Employee performance	Presence	.703	.578	.731	.273
	Service quality	.358			
	Timeliness	.813			
Job satisfaction	Opportunities for promotion	.689	.460	.718	.409
	Supervisor supervision	.610			
	Wages	.731			

#### 4.4 Results for structural model assessment

SmartPLS 3. The indicators for the success of testing this structural model can be

seen through: R-Square (R2) test ability level is measured based on the results of the test scores, namely  $>0.67$  (strong),  $>0.33$  (moderate), and  $>0.19$  (weak) [32]. The feasibility test model aims to determine the accuracy of the sample regression function in estimating actual values organizational performance: Moderating and mediating role

of diversity beliefs and leadership. Testing was carried out with significance level of 0.05 ( $\alpha=5\%$ ). Moreover, explained by the dependent variable (R2), the level of effect size (f2), and predictive relevance (Q2). In addition, the assessment of the corresponding t-value of the path coefficient through bootstrapping with 1000 resamples.

Table 2. Assessment of the structural model

R2	Endogenous variables	R2	R2 adjusted
	Employee performance	.275	.269
	Job satisfaction	.548	.546
Effect size (F2)	Exogenous variables	Employee performance	Job satisfaction
	Transformational leadership style	.146	.296
	Workforce diversity	.004	.229
Collinearity (Inner VIF)	Exogenous variables	Employee performance	Job satisfaction
	Transformational leadership style	1.917	1.479
	Workforce diversity	1.817	1.479
Predictive Relevance (Q-Square)	Endogenous variables	CCR	CCC
	Employee performance	.135	-.112
	Job satisfaction	.239	-.035

The results of (R2), effect size (f2), collinearity (inner VIF), and predictive relevance (Q2) has been presented in Table 2. However, all the results of (R2) revealed moderate; meaning the model can factors influencing transformational leadership style; thus PLS-Algorithm was used to obtain the value of (R2) as presented in Figure 2. The (f2) shows unfit for use effects such transformational leadership style exerts with effects an unfit for use of (f2 = 0.146) in explaining the variance of employee performance, transformational leadership style exerts with effects an unfit for use of (f2 = 0.296) in explaining the variance of job satisfaction, workforce diversity exerts with effects an unfit for use of (f2 = 0.229) in explaining the variance of employee performance. Different from all of that, workforce diversity (f2 = 0.014), exert a suitable for use effect in explaining the variance of employee performance. The predictive relevance (Q2) for endogenous variables were 0.112 and 0.035, lower than 0 indicating adequate no predictive relevance in the model. The first prediction (H1), which looks at the connection between

transformational leadership style and work satisfaction, has a supported result (b-value = 0.445, p-value = 0.000). Likewise, there is evidence for (H2), which looks at transformational leadership style and employee performance (b-value = 0.451, p-value = 0.000). Furthermore, there is evidence for (H3), which looks at job satisfaction and workforce diversity (b-value = 0.391, p-value = 0.095). Nevertheless, (H4) employee performance and workforce diversity (b-value = 0.073, p-value = 0.368) is disproved. Moreover, (H5) job satisfaction and employee performance (b-value = 0.039, p-value = 0.723) is rejected. The study also tested the mediating role of "job satisfaction" on the model using mediation in H6 (TLS-JS-EP) - (b-value = 0.018, p-value = 0.711) and H7 (TLS-JS-EP) - (b-value = 0.015, p-value = 0.748), meaning, the prediction of (H6) is rejected, therefore reveals no mediating effect in the relationship between transformational leadership style to employee performance through job satisfaction (b-value = 0.018, p-value = 0.711), and (H7) is rejected, thus no mediating effect in the relationship between workforce diversity to employee performance

through job satisfaction (b- value = 0.015, p-value = 0.748). In addition, zero exists in between LL and UL; as the LL and UL are negative confirming no mediation effect. Results are presented in Table 3 and represented in Figure 4.

## 5. DISCUSSION

In this study, when processing the measurement model data with outer loadings

and AVE the minimum acceptable loading factor limit in this research is 0.5 provided that the average variance extracted (AVE) value for each construct is  $> 0.5$  [31]. Based on Figure 2, there is an outer loadings value that is  $< 0.5$ , namely in the EP\_Tinnes indicator. Therefore, a second data test was carried out on Figure 3, which has eliminated the EP Tinnes indicator.

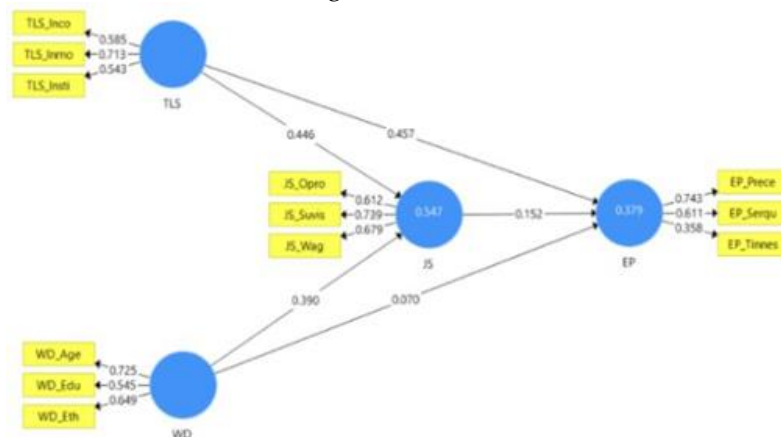


Figure 2. Measurement model with outer loading and AVE values from PLS-Algorithm before removed EP\_Tinnes

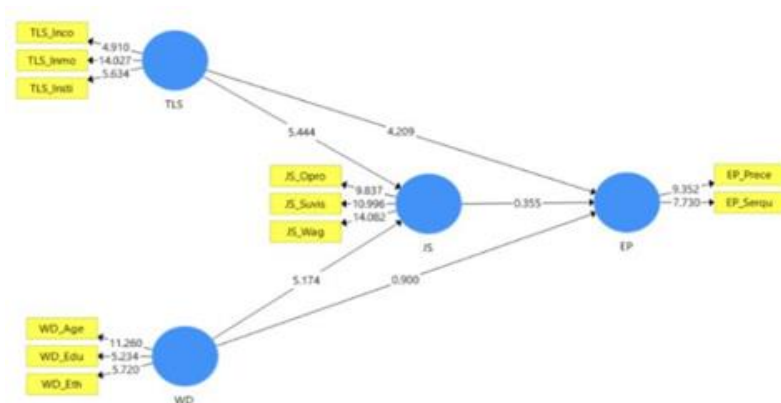


Figure 3. Measurement model with outer loadings and AVE values from PLS-Algorithm after removed EP\_Tinnes

Table 3. Path coefficient (direct effect) and (indirect effect) results

Hypotheses	Beta/OS	LL	UL	T	P	Decision
H1: TLS → JS	.445	.440	.082	5.554	.000	Supported
H2: TLS → EP	.451	.452	.107	4.209	.000	Supported
H3: WD → JS	.391	.397	.076	5.174	.000	Supported
H4: WD → EP	.073	.075	.081	.900	.368	Rejected
H5: JS → EP	.039	.032	.111	.355	.723	Rejected
H6: TLS → JS → EP	.018	.011	.047	.371	.711	Rejected
H7: WD → JS → EP	.015	.016	.048	.322	.748	Rejected



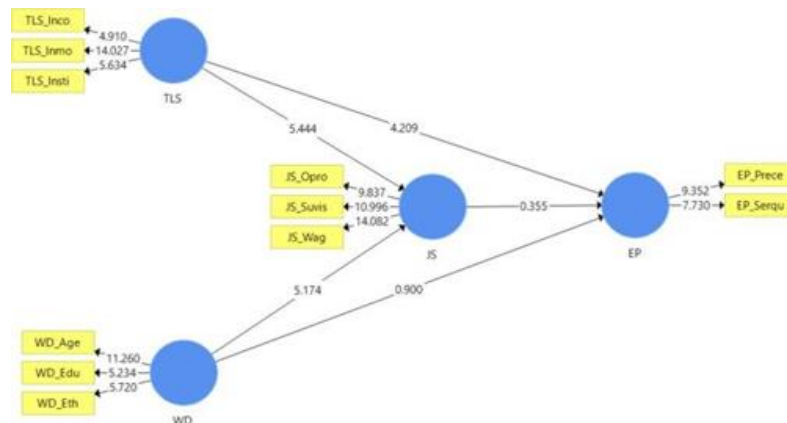


Figure 4. Structural model with inner model t-values

Data analysis shows that the transformational leadership style has a significant and positive effect on job satisfaction in healthcare. When applied effectively, this leadership style—characterized by inspirational motivation, intellectual stimulation, and individualized consideration—enhances health workers' job satisfaction. Health workers report being satisfied with their leaders, and rewards such as salary, promotions, and supervisory support are considered appropriate. This suggests that increasing employee happiness in healthcare settings requires transformative leadership. This is supported by research by [24] which states that transformational leadership style has a significant and positive effect on job satisfaction.

Employee performance is significantly and favorably impacted by the transformational leadership style, according to the findings of the data processing that was done. This suggests that Healthcare's transformational leadership approach has an impact on the output of healthcare professionals. Based on the test results, it shows that research conducted by [33] states that the Transformational leadership style has a significant and positive effect on employee performance. This demonstrates that enhancing employee performance in the health industry is unaffected by transformative leadership. This is supported by research conducted by [34] which states that the Transformational leadership style, which does not have a significant effect on employee performance, can have an effect if

used together with other leadership styles such as the Transactional leadership style. Changes in leadership within the healthcare sector can drive transformation, with new leaders required to maintain performance standards.

Data analysis shows that workforce diversity has a significant and positive impact on job satisfaction among healthcare workers. Various aspects of diversity, such as differences in age, education, and ethnicity, contribute to increased job satisfaction for health workers, highlighting the importance of fostering a diverse work environment in healthcare. This diversity can increase the salaries, promotion opportunities, and supervisory supervision that health workers receive. Based on these results, it shows that this is following research conducted by [35] which states that workforce diversity has a significant and positive effect on job satisfaction.

Employee performance is not significantly impacted by workforce diversity, according to the findings of the data processing that has been done. This may be taken to mean that employee performance provided by healthcare professionals is unaffected by the diversity of the workforce. Based on the test results, it shows that H4 is rejected, whereas research conducted by [35] states that workforce diversity has a significant and positive effect on employee performance. This contrasts with research conducted by [8] which states that Workforce diversity has a positive and significant influence on employee performance at Abuja's Healthcare Institutions. This contrasts



with research conducted in Healthcare in Indonesia because health workers in Indonesia does not feel that workforce diversity can improve their performance results. Apart from that, Indonesia still applies a hierarchical system in companies, which can also happen in Indonesian healthcare. Apart from that, the age range, education level, and culture are not much different in each work division in healthcare.

Based on the data analysis, it can be concluded that job satisfaction does not have a significant impact on employee performance. This suggests that the level of job satisfaction in healthcare does not directly influence the performance of health workers. The data indicates that H5 is rejected, which contrasts with research by [36] who found that job satisfaction positively and significantly affects employee performance. However, this aligns with the findings of [37] who reported no effect of job satisfaction on performance. Although job satisfaction is important, its influence on employee performance is not always straightforward or significant, due to factors such as job complexity, organizational culture, leadership, and individual differences. Employee performance is often shaped by a combination of these elements, beyond just job satisfaction, especially in healthcare settings.

Based on the test results, it shows that H6 is rejected whereas research conducted by [38] which states that job satisfaction fully mediates the influence of transformational leadership style on employee performance. This contrasts with research conducted by [39] which states that job satisfaction partially mediates transformational leadership on employee performance. Employee performance and work satisfaction are directly impacted by transformational leadership. Because transformational

leadership directly boosts performance through intellectual stimulation, customized thoughtfulness, and inspiring motivation, job happiness only partially mediates the link between transformational leadership and employee performance. The performance results of Indonesian health personnel are also influenced by other factors.

The test results indicate that H7 is rejected, which contrasts with [40], which suggests that job satisfaction mediates the relationship between workforce diversity and employee performance. While job satisfaction is important for employee performance, its role as a mediator between workforce diversity and performance in healthcare may not always be evident due to the complexity of performance metrics, the diverse effects of workforce diversity, and the unique characteristics of the Healthcare environment.

## 6. CONCLUSION

The impact of workforce diversity and transformational leadership on job satisfaction and employee performance in healthcare businesses was investigated in this study. The results show that transformative leadership significantly improves employee performance and work satisfaction. Diversity in the workforce has a beneficial effect on job satisfaction, but it has no direct effect on worker performance. Transformational leadership is identified as essential for improving job satisfaction and performance, which are crucial for the sustainability of healthcare organizations. Though diversity boosts job satisfaction, its direct impact on performance is more complex, suggesting the need for further research. Leaders should focus on both transformational leadership and diversity to foster a supportive and inclusive work environment.

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