



Multivariate Factor Analysis on The Influence of Women's Leadership on MSME Business Success

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Abstract: Women's leadership has gained increasing attention as a strategic factor in enhancing business performance; however, comprehensive empirical evidence in Indonesia remains limited. This study aims to examine the influence of women's leadership on business success in Indonesia using a multivariate approach. Specifically, it identifies the leadership styles that most strongly contribute to key business performance indicators, including revenue growth, operational efficiency, and business sustainability. In addition, this study investigates the mediating roles of innovation, decision-making quality, team communication, and employee motivation, as well as the moderating effects of access to capital, organizational culture, digital literacy, and business networks on the relationship between women's leadership and business success. This research employs a quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS) based on data collected from women-led enterprises across various business sectors and firm sizes in Indonesia. The results indicate that women's leadership has a significant direct effect on organizational performance, while its effect on business success is mainly indirect through innovation capability, effective decision-making, and strong team communication and motivation. Furthermore, access to capital, supportive organizational culture, and digital literacy strengthen the impact of women's leadership on business outcomes, with variations observed across sectors and company sizes. The study concludes that the effectiveness of women's leadership in driving business success is strongly shaped by organizational mechanisms and contextual business environments.

Keywords: Women's Leadership, Business Success, Organizational Performance, Innovation, SEM-PLS.

Introduction

Women's leadership has increasingly been recognized as a strategic factor that contributes significantly to the development of modern organizations. However, findings from various studies show that this positive impact is not automatic or universal. Research conducted by (Alvado et al., n.d.) highlights that while women's leadership has the potential to be a source of competitive advantage, the realization of its benefits is highly dependent on organizational structure, policy support, and existing social stigma. The positive effects of transformational leadership styles often attributed to female leaders, such as increased motivation and performance, become stronger only in organizations that implement inclusive policies. This points to a gap: how women's leadership can function optimally in different organizational contexts, which is why further research is important.

One of the key mechanisms by which leadership influences the success of an organization is through innovation and decision-making. The literature review reinforces the idea that effective innovation does not depend solely on creativity, but is highly determined by the quality of systematic and data-driven decision-making, as researched by (Cherryl et al., 2024). Furthermore, (Junaidi & Martiah, 2025) found that transformational leadership styles which often overlap with characteristics attributed to women leaders are able to improve the quality of decision-making by encouraging the exploration of new ideas. The problem that arises is how specifically women's leadership styles contribute to the creation of innovative processes and adaptive strategic decisions, especially in the face of the uncertainty of a dynamic business environment.

The internal context of the organization, namely the culture and work environment, is also a crucial variable that cannot be ignored. Research from (Junaidi & Martiah, 2025) consistently shows that a positive organizational culture and conducive work environment have a significant impact on employee productivity and performance. In fact, Darlius stated that a strong culture can strengthen discipline, which in turn becomes a bridge to better performance. The problem lies here is the central role of leaders, especially women leaders, in shaping this supportive culture and work environment. While the literature has proven the importance of culture, the causal relationship between women's leadership styles and the creation of a collaborative, well-being-oriented work ecosystem still needs to be explored more deeply.

When discussing business success, a literature review indicates the need for a multidimensional approach that goes beyond traditional financial metrics. Research by (Permana et al., 2023). in the construction sector found that profitability (ROA) does not necessarily significantly affect financial stability, while liquidity actually has a stronger positive impact. On the other hand, a bisis success variable such as (Y2) proves to be equally important. Dewanto et al. show that environmental performance and CSR disclosure significantly improve reputation, while (Dewi et al., 2025) find that sustainability (ESG) commitment strengthens stakeholder trust. The issue that arises is how integrative models can link women's leadership not only to financial performance but also to this more holistic dimension of business success.

Overall, this literature review describes a complex and interconnected system. Women's leadership (X1) has the potential to drive innovation and decision-making (X2) communication and team motivation (X3), which in turn impacts organizational performance (Y1) as well as business success (Y2). However, these relationships are often mediated or moderated by contextual factors, so a simple bivariate approach is not enough to capture the essence of the phenomenon. Therefore, there is an urgent need for a study that uses multivariate analysis to simultaneously test these various pathways of influence. This kind of research aims to fill the knowledge gap by providing a more holistic understanding of how, under what conditions, and through what mechanisms women leadership can really drive business success in Indonesia.

In the field, there is an increase in the number of women leaders at the managerial and entrepreneurial levels, but the amount of impact of their leadership on business indicators still varies between sectors (services, manufacturing, MSMEs). This phenomenon

drives the need for research that compares sectoral contexts. Many female leaders report that their leadership style focuses on team development and interpersonal communication, which is claimed to increase employee loyalty and service innovation but quantitative evidence across variables remains limited. Structural constraints such as access to financing, gender stereotypes, and corporate policies are still phenomena that affect how effective women's leadership is in driving business growth. Digital transformation and increased technological literacy have given rise to new variables (digital literacy, use of online platforms) that have the potential to moderate the relationship between women's leadership and business success. These phenomena demand a research approach that is able to capture the interaction between factors (leadership, resources, networks, sectoral contexts) so that policies and training can be designed more targeted.

In general, the purpose of this study is to analyze the influence of women's leadership on business success in Indonesia using a multivariate approach to gain a more holistic understanding. Specifically, the research aims to identify the leadership styles that contribute the most to business performance indicators (revenue, operational performance, sustainability). Another goal is to test the role of mediation and moderation of variables such as access to capital, organizational culture, digital literacy, and business networks in the leadership–business success relationship. In addition, the study aims to compare the influence of women's leadership between sectors and company sizes to produce contextual recommendations.

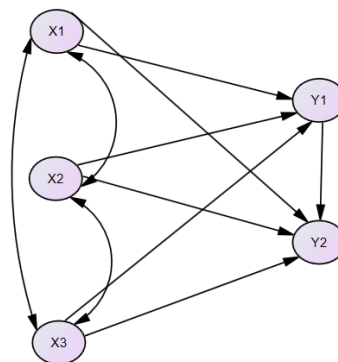


Figure 1. Frame of Mind

Research Hypothesis

Based on the Thinking Shell above, this is the hypothesis used in the study.

Table 1. Research Hypothesis

| Yes | Research Hypothesis |
|-----|--|
| 1 | Women's Leadership Style (X1) has a positive and significant effect on Innovation and Decision Making (X2). |
| 2 | Women's Leadership Style (X1) has a positive and significant effect on Organizational Performance (Y1) |
| 3 | Innovation and Decision Making (X2) has a positive and significant effect on Team Communication and Motivation (X3). |

| Yes | Research Hypothesis |
|-----|--|
| 4 | Innovation and Decision Making (X2) have a positive and significant effect on Organizational Performance (Y1). |
| 5 | Communication and Team Motivation (X3) have a positive and significant effect on Organizational Performance (Y1). |
| 6 | Organizational Performance (Y1) has a positive and significant effect on Business Success (Y2). |
| 7 | Innovation and Decision Making (X2) has a positive and significant effect on Business Success (Y2). |
| 8 | Communication and Team Motivation (X3) have a positive and significant effect on Business Success (Y2). |
| 9 | Women's Leadership Style (X1) has an indirect effect on Business Success (Y2) through Organizational Performance (Y1). |

Source : Primary Data, processed 2026

Methodology

This study employed a quantitative survey-based research design. It was not an experimental or simulation study, but relied on direct field data collection using structured questionnaires. The survey materials consisted of printed and digital questionnaires adapted from the Multifactor Leadership Questionnaire (MLQ) and other validated scales measuring innovation and decision making, team communication and motivation, organizational performance, and business success. All questions were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data were collected from women-led SMEs and private companies in Indonesia through purposive sampling. The inclusion criteria were female leaders or employees who had worked under female leadership for at least three years. Respondents completed the questionnaire voluntarily, either via online Google Forms or physical printed copies. No experimental manipulation was applied; all responses reflected real organizational conditions at the time of data collection.

The research assumed that all respondents provided honest and accurate responses reflecting actual workplace experiences. The theoretical framework was based on Transformational Leadership Theory, Innovation Management Theory, and Organizational Performance Theory. All measurements were treated as reflective constructs and analyzed under the assumption of linear relationships among latent variables. Bootstrapping with 300 resamples was applied to test path significance at a 5% error level ($p < 0.05$). These materials, methods, tools, and conditions enable future researchers to replicate the study under similar organizational settings.

$$AVE = \frac{\sum(\text{loading}^2)}{\text{jumlah indikator}}$$

Validity testing aims to ensure that each question item accurately measures the intended variable. Validity can be tested using loading factors in confirmatory factor analysis (CFA). An indicator is considered valid if the loading value is ≥ 0.50 (ideal ≥ 0.70). The basic formula for loading factors is the correlation between the indicator variable and its construct. AVE (Average Variance Extracted) Formula:

$$\frac{(\sum \text{loading}^2)}{(\sum \text{loading})^2 + \sum \text{error}}$$

Construct reliability is used to assess the consistency of indicators in measuring the same construct. Two important measures are Composite Reliability (CR) and Cronbach's Alpha (α). A construct is considered reliable if $CR \geq 0.70$ and $\text{Alpha} \geq 0.70$. CR (Composite Reliability) Formula:

Result and Discussion

SEM Modeling

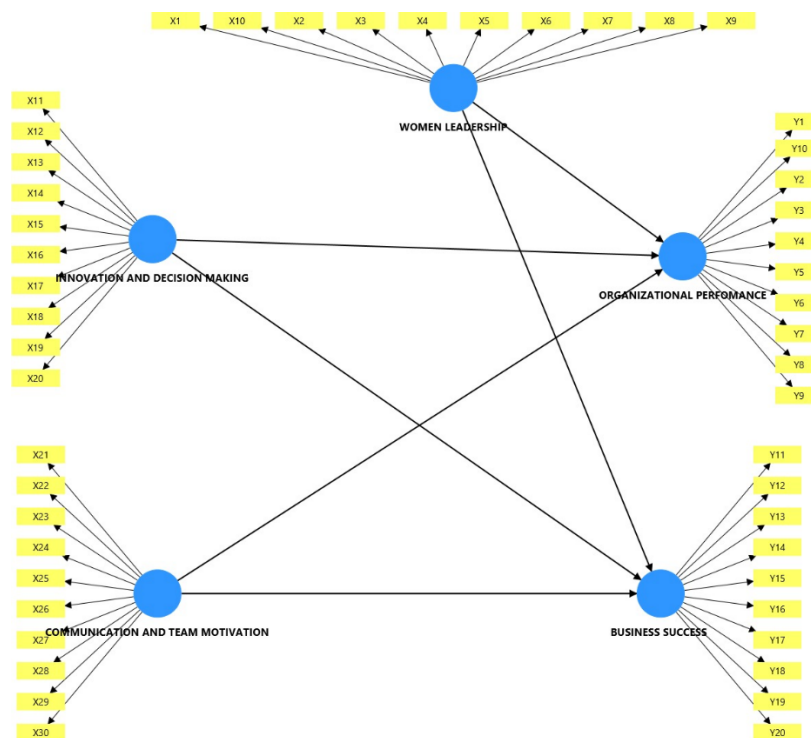


Figure 2. Variables and Indicators

The figure shows a research conceptual model based on multivariate analysis that places Women Leadership as the main variable. Women's leadership affects Organizational Performance and Business Success both directly and indirectly through two mediation variables, namely Innovation and Decision Making and Communication and Team Motivation. Each construct is measured by a number of indicators (X and Y). This model describes the complex and simultaneous causal relationships between variables to comprehensively explain organizational performance and business success.

Table 2. AVE

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|--------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Business Success | 0.540 | 0.534 | 0.030 | 18.053 | 0.000 |
| Innovation And Decision Making | 0.556 | 0.542 | 0.050 | 11.163 | 0.000 |
| Organizational Performance | 0.608 | 0.587 | 0.066 | 9.197 | 0.000 |

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|-----------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Team Communication And Motivation | 0.562 | 0.540 | 0.060 | 9.453 | 0.000 |
| Women Leadership | 1.000 | 1.000 | 0.000 | n/a | n/a |

Source : Primary data, processed 2026

The table of test results shows that the entire research construct has a strong and significant contribution in the structural model. The original sample value (O) in the Organizational Performance variable of 0.608 is the highest, indicating the dominant influence on the model. Innovation and Decision Making (0.556) and Team Communication and Motivation (0.562) also showed strong influence. All T values of statistics are well above the limit of 1.96 with P values of 0.000, which indicates a very strong statistical significance. The Business Success variable also has a high contribution with a coefficient value of 0.540. Meanwhile, Women Leadership has a value of 1,000 because it acts as the main exogenous construct or forming variable in the model, so it is not tested for significance. These findings confirm that women's leadership plays an important role through various mechanisms of organizational performance and business success.

Table 3. Outer Loading

| | (O) | (M) | (STDEV) | (O/STDEV) | (P values) |
|---|-------|-------|---------|-------------|------------|
| Innovation And Decision Making -> Business Success | 0.149 | 0.164 | 0.067 | 2.236 | 0.025 |
| Innovation And Decision Making -> Organizational Performance | 0.043 | 0.051 | 0.088 | 0.485 | 0.628 |
| Team Communication And Motivation -> Business Success | 0.141 | 0.157 | 0.069 | 2.049 | 0.041 |
| Team Communication And Motivation -> Organizational Performance | 0.070 | 0.072 | 0.086 | 0.813 | 0.416 |
| Women Leadership -> Business Success | - | - | 0.067 | 1.008 | 0.314 |
| Women Leadership -> Organizational Performance | 0.166 | 0.169 | 0.067 | 2.485 | 0.013 |

Source : Primary Data, processed 2026

The results of structural path testing showed that Innovation and Decision Making has a significant effect on Business Success (T = 2.236; P = 0.025), but not significant to Organizational Performance. Team Communication and Motivation also has a significant effect on Business Success (P = 0.041), but not on organizational performance. Women Leadership has no significant direct effect on Business Success, but has a positive and significant effect on Organizational Performance (T = 2.485; P = 0.013). These findings indicate the role of mediation in the research model.

Table 4. Cronbach Alpha

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Business Success | 0.859 | 0.858 | 0.012 | 70.793 | 0.000 |

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|-----------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Innovation And Decision Making | 0.889 | 0.889 | 0.010 | 93.433 | 0.000 |
| Organizational Performance | 0.794 | 0.793 | 0.019 | 41.735 | 0.000 |
| Team Communication And Motivation | 0.749 | 0.748 | 0.023 | 31.940 | 0.000 |
| Women Leadership | 1.000 | 1.000 | 0.000 | n/a | n/a |

Source : Primary Data, processed 2026

The results of the reliability and validity test of the construct showed that all variables had a very high Original Sample (O) value, which was above 0.70, thus meeting the strong criteria in the research model. Innovation and Decision Making had the highest score of 0.889, followed by Business Success of 0.859 and Organizational Performance of 0.794. All T values of statistics are very high with P values of 0.000, which indicates strong significance. Women Leadership is worth 1,000 as the main exogenous construct in the model.

Table 5. CR RHO a

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|-----------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Business Success | 0.864 | 0.875 | 0.075 | 11.564 | 0.000 |
| Innovation And Decision Making | 0.920 | 0.888 | 0.185 | 4.966 | 0.000 |
| Organizational Performance | 0.887 | 0.827 | 0.353 | 2.511 | 0.012 |
| Team Communication And Motivation | 0.758 | 0.728 | 0.321 | 2.358 | 0.018 |
| Women Leadership | 1.000 | 1.000 | 0.000 | n/a | n/a |

Source : Primary Data, processed 2026

The test results showed that all research constructs had an Original Sample (O) value above 0.70, thus meeting the criteria of good convergent validity. The Innovation and Decision Making variable had the highest score of 0.920, followed by Organizational Performance of 0.887 and Business Success of 0.864. The statistical T-values of all variables were above the limit of 1.96 with P values < 0.05, which indicates statistical significance. Women Leadership is worth 1,000 because it plays a role as the main exogenous construct in the research model.

Table 6. CR RHO c

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|--------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Business Success | 0.892 | 0.888 | 0.025 | 35.658 | 0.000 |
| Innovation And Decision Making | 0.909 | 0.900 | 0.045 | 20.299 | 0.000 |
| Organizational Performance | 0.861 | 0.841 | 0.081 | 10.564 | 0.000 |

| | | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|-----------------------------------|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Team Communication And Motivation | | 0.837 | 0.815 | 0.075 | 11.131 | 0.000 |
| Women Leadership | | 1.000 | 1.000 | 0.000 | n/a | n/a |

Source : Primary Data, processed 2026

The test results showed that the entire construct had a very high Original Sample (O) value, which was above 0.80, reflecting an excellent level of reliability and validity. The Innovation and Decision Making and Business Success variables showed the strongest contribution with values of 0.909 and 0.892, respectively. All statistical T values far exceeded the limit of 1.96 with P values of 0.000, which indicates very strong statistical significance. Women Leadership is worth 1,000 as the main exogenous construct in the research model.

Discussion

The results of this study provide a comprehensive overview of the role of women's leadership in influencing organizational performance and business success through innovation mechanisms, decision-making, and team communication and motivation. In general, the results of the analysis show that all research constructs have excellent reliability and validity, which is reflected in the high value of the original sample and the significant value of T statistics. This indicates that the research model built is able to explain the relationships between variables in a strong and reliable manner.

Women's leadership has been proven to have a positive and significant influence on organizational performance. These findings show that the characteristics of women's leadership, such as a participatory approach, empathy, and orientation to human resource development, contribute significantly to improving organizational effectiveness. Women leaders tend to create a more inclusive and collaborative work environment, thus encouraging employees to work optimally. However, the results of the study also show that female leadership does not have a significant direct effect on business success. These findings indicate that the influence of women's leadership on business success is indirect and requires the role of intermediary variables.

In this context, innovation and decision-making play a role as one of the important mechanisms. The results show that innovation and decision-making have a significant effect on business success, but do not directly affect organizational performance. This indicates that the organization's ability to generate innovation and make the right strategic decisions has more impact on achieving business goals, such as growth, competitiveness, and business sustainability, than on improving the organization's internal performance directly. These findings are in line with the view that market-oriented innovation and strategic decisions focus more on the organization's external outcomes.

In addition, communication and team motivation have also been shown to have a significant effect on business success, but not on organizational performance. These results show that effective communication and high motivation in the team can increase commitment, loyalty, and employee orientation towards achieving business goals.

However, these influences are not necessarily directly reflected in organizational performance indicators, such as efficiency or short-term productivity. Thus, communication and team motivation play a greater role in driving medium and long-term business results.

The results of this study also show that women's leadership has a central role in shaping the quality of innovation, decision-making, and team communication and motivation. The high value of construct contribution indicates that women's leadership is the main foundation that influences these variables. In other words, women's leadership serves as an initial driver that then drives the creation of innovative processes and positive working relationships, which further impacts business success and organizational performance.

These findings reinforce the view that business success is not only determined by financial factors alone, but also by non-financial factors that are behavioral and contextual. Women's leadership, through a human-oriented approach and collaboration, is able to create added value for the organization. However, this success is highly dependent on the mediation mechanisms that work within the organization, such as innovation, quality of decisions, as well as communication and team motivation.

Overall, the results of this study confirm the importance of a multivariate approach in examining women's leadership and business success. The relationships between variables are complex and cannot be explained through direct relationships alone. Therefore, organizations need to strengthen women's leadership roles by creating an environment that supports innovation, quality decision-making, and effective communication and team motivation so that their impact on organizational performance and business success can be optimal.

Conclusion

The study concludes that female leadership has a strategic role in improving organizational performance, although its direct influence on business success has not been proven to be significant. Women's leadership has been proven to contribute positively through the formation of innovation and decision-making processes, as well as strengthening communication and team motivation. Both variables play an important role in driving business success, suggesting that the influence of women leadership is indirect and works through mediation mechanisms. These findings confirm that the effectiveness of women's leadership is highly dependent on the organizational context and the internal processes that accompany it.

In addition, the results of the study show that business success is a multidimensional construct that is not only determined by the internal performance of the organization, but also by the quality of the working relationship, the ability to innovate, and the accuracy of strategic decision-making. The multivariate analysis approach used in this study was able to capture the complexity of the relationships between variables more completely. Therefore, this research makes an important contribution in enriching the study of women's leadership in Indonesia and becomes a basis for organizations to optimize the role of women leaders through the creation of an inclusive, collaborative, and adaptive work environment for change.

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