Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 8 | August 2025 -Peer-Reviewed Journal

THE POWER OF WOMEN'S LEADERSHIP AND COMMUNICATION IN ENHANCING EMPLOYEE MOTIVATION AT BPR JAKARTA

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ABSTRACT

This study examines the impact of women's leadership and effective communication on employee work motivation within BPR institutions in Jakarta. Adopting a quantitative research approach and employing the SmartPLS analytical method, the study involves a sample of 120 respondents. The results indicate that both women's leadership and effective communication have a statistically significant positive effect on work motivation. Leadership styles characterized by empathy, collaboration, and participatory decision-making are found to cultivate a supportive organizational climate that enhances employee morale. Similarly, effective communication improves motivation by ensuring message clarity and fostering positive interpersonal relationships. These findings corroborate the feminist organizational communication theory, which underscores the value of relational, inclusive, and participatory practices in establishing a productive work environment. The study underscores the necessity of strengthening women's leadership roles and promoting open, transparent communication as key drivers for sustaining and improving employee motivation.

KEYWORDS: *Women's Leadership; Effective Communication; Work Motivation; Bank Perkreditan Rakyat; Feminist Organizational Communication*

INTRODUCTION

In the contemporary context characterized by rapid social transformation and increasingly complex organizational dynamics, the discourse on gender equality and inclusive leadership has emerged as a critical area of focus within the professional and academic domains, including the banking sector (Musa et al., 2023). Women have transcended their traditional roles as members of the workforce to assume strategic leadership positions, demonstrating the capacity to initiate and drive transformative organizational change (Meisa & Anzari, 2021). Within the competitive and high-pressure environment of the banking industry particularly in institutions such as Bank Perkreditan Rakyat (BPR) in Jakarta the leadership function in fostering employee motivation and directing collective performance assumes a pivotal role. The effectiveness of such leadership is contingent upon the integration of inclusive leadership principles and the implementation of robust, clear, and strategically aligned communication practices (Andani et al., 2024).

Women's leadership is frequently characterized by a transformational and participatory approach, emphasizing employee empowerment, empathetic engagement, and the cultivation of strong interpersonal relationships within the workplace (Manurung et al., 2023). Such a leadership style offers distinct advantages, including the ability to foster trust, establish an inclusive organizational climate, and enhance employees' emotional attachment to the organization's strategic objectives. Within the operational context of BPR marked by constraints in resources, high demands in customer service, and intense competition in the financial services industry the quality of leadership plays a pivotal role in determining organizational performance outcomes. Consequently, a deeper understanding of the specific attributes of women's leadership becomes essential to uncover how these characteristics can serve as a driving force in motivating employees to achieve optimal performance (Muslimah, 2021).

Effective communication constitutes a fundamental component of successful leadership, functioning not merely as a conduit for information exchange but also as a strategic mechanism for fostering relationships, articulating organizational vision, reinforcing corporate culture, and delivering constructive guidance and feedback. Within the framework of women's leadership, communication is frequently characterized by an open, warm, and persuasive style, fostering psychological proximity between leaders and subordinates. Such an approach enhances employees' sense of being valued, understood, and provided with opportunities for growth, which in turn contributes to heightened work motivation (Lisbet et al., 2024).

Work motivation itself represents a critical determinant of employee productivity and organizational loyalty. Highly motivated employees tend to demonstrate dedication, enthusiasm, and commitment in fulfilling their

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responsibilities. In service-oriented organizations such as BPR, where direct interaction with the community is inherent, the degree of employee motivation significantly influences service quality and customer satisfaction. Conversely, low levels of motivation may result in reduced productivity, elevated turnover rates, and diminished organizational performance. Accordingly, identifying and managing the factors influencing motivation particularly leadership and communication remains a strategic priority in human resource management (Solehati et al., 2024).

Jakarta, as the capital city and primary economic hub of Indonesia, presents a business environment that is highly competitive, dynamic, and demanding, requiring elevated adaptability from all organizational stakeholders. BPR institutions in this region are confronted not only with internal operational challenges but also with external pressures, including rapid advancements in digital technology, shifts in consumer behavior, and increasingly stringent government regulations. To navigate these complexities, organizations require leaders capable of inspiring and effectively directing their teams. Women leaders who emphasize open communication and empathetic engagement possess considerable potential to cultivate a supportive and productive organizational climate (Rahma & Martini, 2025).

Women's leadership still faces various stereotypes and cultural challenges that make achieving the top position of the organization not easy. Therefore, it is important to show that women have unique competencies and characteristics that can bring added value to the organization, especially in building a solid and motivated team. By focusing on leadership and communication aspects, organizations can optimally explore the potential of employees and drive sustainable organizational performance (Baiduri et al., 2023).

This study seeks to examine and elucidate the role of women's leadership and the effectiveness of internal communication in enhancing employee work motivation within Bank Perkreditan Rakyat (BPR) in Jakarta. In the context of BPR as a localized financial institution characterized by close interpersonal working relationships, women's leadership is posited to play a pivotal role in fostering a supportive, inclusive, and empowering organizational climate. The research specifically focuses on evaluating women's leadership styles in managing teams, directing performance, and cultivating trust among employees. Furthermore, it aims to assess the extent to which effective communication encompassing informational clarity, openness in dialogue, and constructive feedback contributes to elevating employee morale, loyalty, and work engagement. By analyzing the interplay between women's leadership, effective communication, and work motivation, the study aspires to provide both a comprehensive understanding and actionable recommendations for BPR management, particularly in shaping human resource development policies and organizational culture conducive to sustainable optimal performance.

The significance of this research lies in its dual contributions both theoretical and practical. Theoretically, it enriches the scholarly discourse on women's leadership and organizational communication within the context of microfinance institutions such as BPR, a domain that has received limited academic attention, particularly in Indonesia. By exploring the interrelationship between women's leadership styles, communication effectiveness, and employee motivation, the study offers insights that can inform the development of more inclusive, contextually relevant leadership theories. Practically, the findings are expected to serve as a strategic reference for BPR management in Jakarta in designing adaptive human resource development strategies that recognize and leverage the influence of women's leadership and effective internal communication. Moreover, the results can assist organizations in cultivating a supportive work environment, enhancing employee retention, and driving productivity and overall organizational performance. Thus, this research not only advances academic knowledge but also delivers tangible managerial implications for strengthening leadership quality and organizational culture in the microbanking sector.

LITERATURE REVIEW

Feminist Organizational Communication

Feminist Organizational Communication Theory views that communication in organizations is not gender-neutral, but is influenced by patriarchal power structures that often ignore women's contributions and communication styles (Buzzanell, 2021). In the context of women's leadership in BPR Jakarta, this theory emphasizes that women leaders tend to bring a more empathetic, participatory, and collaborative approach to communication than traditional hierarchical leadership styles. This communication style plays an important role in creating an inclusive and supportive work environment, so that it can increase employee work motivation. The application of feminist values such as emotional sensitivity, listening skills, and subordinate empowerment in organizational communication has been proven to be able to build trust and strengthen employee attachment to the organization (Linabary et al., 2021).

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The Relationship of Women's Leadership to Work Motivation

Women's leadership plays a pivotal role in fostering an inclusive and supportive organizational culture, which in turn has a positive influence on employee work motivation (Utami, 2024; Widjaja, 2024; Rahma & Martini, 2025). This leadership style is often marked by empathy, participatory decision-making, and strong communication skills, all of which promote harmonious and mutually beneficial workplace relationships (Satyaputri & Hasfi, 2024). Within this framework, feminist organizational communication theory is particularly relevant, as it underscores the importance of gender equality, individual empowerment, and bidirectional communication in organizational life. The theory challenges hierarchical and patriarchal structures, advocating instead for a more equitable and human-centered work environment. When female leaders adopt feminist communication principles such as active listening, providing space for participation, and recognizing individual contributions they enhance employees' sense of value and belonging (Akonkwa et al., 2022). This heightened sense of inclusion and recognition can significantly boost employees' work motivation, as they perceive themselves to be integral to the organization's success. Therefore, women's leadership, reinforced by feminist organizational communication practices, can serve as a strategic lever in building a productive and employee-centered organization (Sueda, 2022). Empirical findings from Latifah (2024), Dewi et al. (2022), and Fadhiilah & Malau (2024) further confirm that women's leadership exerts a measurable positive effect on work motivation. Based on this rationale, the proposed hypothesis is as follows:

H1: Women's leadership has a significant positive effect on employee work motivation.

The Relationship of Effective Communication to Work Motivation

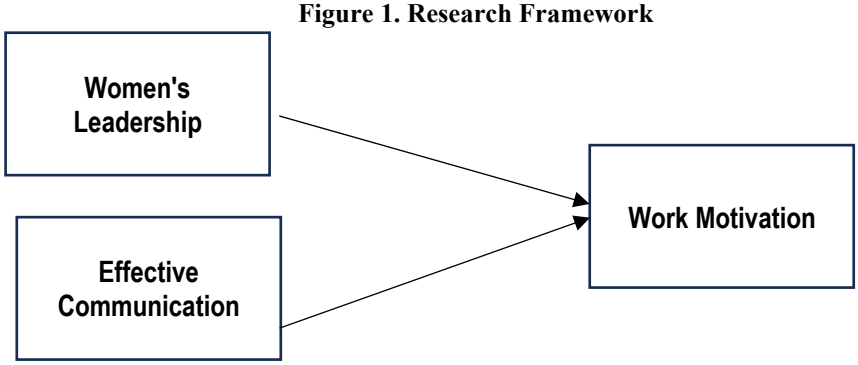
Effective communication serves as a critical determinant in enhancing employee work motivation, as it fosters an open, respectful, and participatory organizational climate. When communication within the workplace is clear, transparent, and two-way, employees feel acknowledged, respected, and valued, which in turn strengthens their willingness to contribute optimally (Sundari et al., 2024). Within the framework of feminist organizational communication, such an approach is grounded in the principles of equality, inclusivity, and empowerment, actively rejecting rigid hierarchical structures and the dominance of a singular voice. This perspective promotes equitable dialogue, ensuring that all individuals—regardless of gender, position, or background—possess equal opportunities to articulate their ideas and aspirations (Li et al., 2023). Communication grounded in these feminist values not only deepens employees' sense of belonging and self-confidence, but also reinforces their intrinsic motivation, as they perceive themselves as integral actors in the organization's decision-making processes. Empirical evidence from Noviantoro et al. (2022), Saputra (2021), and Sopandi et al. (2024) supports the assertion that effective communication has a direct and significant impact on work motivation. Based on this rationale, the proposed hypothesis is:

H2: Effective communication has a significant positive effect on employee work motivation.

METHOD

The research method used in the study is a quantitative method with a type of causal research. This causal research aims to determine the cause-and-effect relationship between independent variables, namely women's leadership, and effective communication to dependent variables, namely employee work motivation. The sample used in this study amounted to 120 employees who worked in several BPRs (People's Credit Banks) in the Jakarta area. Data were collected through a questionnaire deployment designed using a Likert scale of 1–5, in which respondents were asked to state their level of agreement with statements related to the research variable. For data processing, this study uses SmartPLS (Partial Least Squares) software, which is one of the statistical analysis techniques based on Structural Equation Modeling (SEM). SmartPLS was chosen because it is able to test complex relationship models and is suitable for relatively small to medium sample sizes. This analysis included testing the validity and reliability of the instruments, as well as hypothesis testing to find out how much influence women's leadership and effective communication have on employee work motivation.

Figure 1. Research Framework



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FINDINGS AND DISCUSSION

Findings

The Outer Model

In this study, the convergent validity was evaluated using two main indicators, namely outer loadings and Average Variance Extracted (AVE). Convergent validity measures the extent to which the indicators of a construct are highly correlated with each other, indicating that they actually represent the construct in question. According to (Hair et al., 2021) an indicator is considered valid if the outer loading value is above the minimum threshold, which is > 0.60, and the AVE value of each construct must reach > 0.50. A high outer loading value indicates that the indicator has a strong contribution to the constructed being measured, while an adequate AVE value indicates that more than half of the variance of the indicator can be explained by the construct. Based on the results of the tests conducted, all indicators used in this study related to women's leadership, effective communication, and work motivation have met the criteria of convergent validity. This means that all indicators have good measurability in representing their respective constructs. The following table presents the outer loadings values of each variable indicator used in this study, which at the same time strengthens the empirical evidence on the convergent validity of the research instruments used.

Table 1. Outer Loading Test Results

	Women's Leadership	Effective Communication	Work Motivation	Conclusion
X1.1	0.668			Valid
X1.2	0.752			Valid
X1.3	0.704			Valid
X1.4	0.724			Valid
X1.5	0.834			Valid
X1.6	0.834			Valid
X1.7	0.730			Valid
X1.8	0.702			Valid
X1.9	0.730			Valid
X1.10	0.823			Valid
X2.1		0.831		Valid
X2.2		0.842		Valid
X2.3		0.812		Valid
X2.4		0.827		Valid
X2.5		0.663		Valid
X2.6		0.727		Valid
X2.7		0.649		Valid
X2.8		0.744		Valid
X2.9		0.822		Valid
X2.10		0.771		Valid
Y.1			0.714	Valid
Y.2			0.851	Valid
Y.3			0.819	Valid
Y.4			0.845	Valid
Y.5			0.689	Valid
Y.6			0.739	Valid
Y.7			0.722	Valid
Y.8			0.748	Valid

Source: Primary data processed using Smart-PLS, 2025

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As a follow-up step, the researcher tested the measurement model to assess the validity of the convergence using the Average Variance Extracted (AVE) value as a reference. This test aims to ensure that each indicator is able to adequately reflect the construct it represents. The results of the analysis showed that all variables in this study had an AVE value above 0.5, which means that they met the convergence validity requirements. These results support the view put forward by (Hair et al., 2021) who state that a construct is considered to be convergently valid if its AVE value exceeds 0.5. Therefore, it can be said that the measurement model used in this study has been proven to be valid. Reliability testing was carried out to measure the internal consistency and accuracy of the indicators used in this study, with the aim of ensuring that the measurement instruments used can produce stable and consistent data. In this study, the two parameters used for the reliability test were Cronbach's alpha and composite reliability, both of which are important tools to assess the extent to which the instrument can measure variables precisely. According to (Hair et al., 2021) the accepted reliability value for exploratory research should be greater than 0.6 for each parameter tested. Based on the results of the reliability test, all research variables in this study were considered reliable because the reliability values obtained met the set criteria. These values are presented in the table above, which shows that this research instrument can be relied upon to describe the variables that are tested consistently. Details of Cronbach's alpha, composite reliability and AVE values for each variable can be seen in the following table.

Table 2. AVE Test Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Result
Women's Leadership (X1)	0.914	0.920	0.928	0.566	Reliable
Effective Communication (X2)	0.924	0.931	0.936	0.595	Reliable
Work Motivation (Y)	0.900	0.907	0.920	0.590	Reliable

Source: Primary data processed using Smart-PLS, 2025

Discriminant validity is a form of construct validity used to ensure that a construct in a research model is completely different from other constructs. The main principle of discriminant validity is that indicators derived from different constructs should have a low correlation with each other. To assess the validity of discriminants, there are several commonly used criteria, namely cross loadings, Fornell-Larcker criteria, and heterotrait-monotrait ratio (HTMT). Cross-load is evaluated by comparing the loading value of each indicator against its own construct and that of another, where the discriminant validity is considered to be met if the loading against the original construct is higher. The Fornell-Larcker criterion assesses discriminant validity by comparing the square root of the Average Variance Extracted (AVE) value of a construct with the correlation between that construct and other constructs; validity is considered good if the square root of AVE is greater than the correlation. Meanwhile, HTMT ratios are used to detect a lack of discriminant validity, where a good HTMT value is below the limit of 0.85 or 0.90. These three approaches are used to ensure that each construct in the model is unique and does not overlap with each other.

Table 3. Discriminant Validity

	Women's Leadership (X1)	Effective Communication (X2)	Work Motivation (Y)
Women's Leadership (X1)	0.752		
Effective Communication (X2)	0.858	0.772	
Work Motivation (Y)	0.815	0.829	0.768

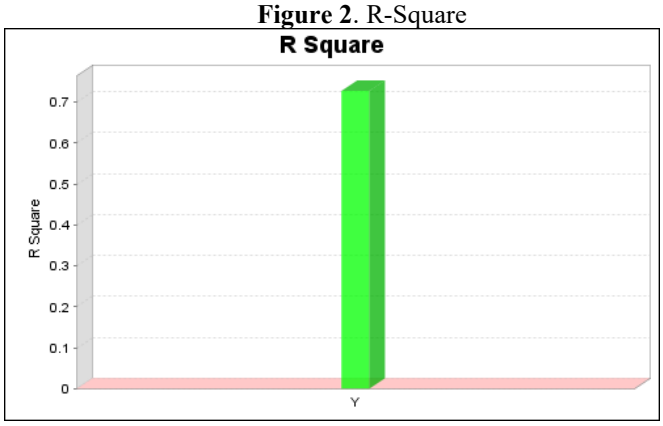
Source: Primary data processed using Smart-PLS, 2025

The Inner Model

Internal model testing or structural models are carried out to evaluate the relationships between constructs in the research model, as well as to measure the extent of the relationship and explain the variability of endogenous variables through R-Squared values. In this study, the R-Squared value found was 0.727, which indicates that 72.7% of the variability of work-motivation constructs can be explained by other constructs in the model, while the remaining 27.3% is explained by other factors not included in this study model. This relatively high R-Squared value indicates that the constructed model has a good ability to explain the relationships between constructs, and can be categorized as a valid and robust model, especially since the R-Squared value for endogenous latent variables is greater than 0.50. Thus, it can be concluded that this model has significant predictive power, providing a fairly clear picture of the influence of the constructs involved in this study on work motivation.

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Figure 2. R-Square



Source: Primary data processed using Smart-PLS, 2025

The hypothesis test in this study was carried out by analyzing path coefficients that reflect the value of parameter coefficients and t-statistics for each relationship between variables in the model. The parameter coefficient value provides information about the direction and strength of influence between constructs, while the t-statistic value is used to assess the significance of the relationship. To determine whether a relationship is significant, the t-statistic value is compared to the t-table value at a significance level of 5% ($\alpha = 0.05$). If the t-statistic value is greater than the t-table value, then the hypothesis is declared acceptable or significant. Thus, this test serves as a basis for decision-making on the hypotheses proposed in the research. The full results of the path coefficients test are presented in Table 4, which is obtained through data processing using SmartPLS software, and provides a clear picture of the extent to which independent variables affect the dependent variables statistically.

Table 4. Discriminant Validity

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Conclusion
Women's Leadership (X1) -> Work Motivation (Y)	0.392	0.395	0.111	3.520	0.000	Accepted Hypothesis
Effective Communication (X2) -> Work Motivation (Y)	0.492	0.493	0.140	3.515	0.000	Accepted Hypothesis

Source: Primary data processed using Smart-PLS, 2025

DISCUSSION

Hypothesis 1

The statistical results show that the female leadership variable has a T-Statistics value of 3.520 (greater than 1.96) and a P value of 0.000 (less than 0.05) so that it can be concluded that female leadership has a significant effect on work motivation. This means that the stronger the leadership style shown by women in the organization, the higher the level of individual work motivation in the organization (Atikah & Qomariah, 2020a). These findings are in line with feminist organizational communication theory, which highlights the importance of inclusivity, collaboration, empathy, and recognition of women's perspectives and contributions in the workplace (Larson et al., 2022). This theory departs from criticism of traditional organizational systems that are often masculine and hierarchical, and encourages the presence of leadership based on relational and participatory values. In this context, women's leadership not only provides work direction and goals, but also creates a communication climate that supports, humanizes, and builds a sense of belonging among employees. A more communicative and empathetic leadership approach like this has been proven to be able to increase work morale and motivation, as supported by the statistical results in this study. The results of the research (Atikah & Qomariah, 2020), (Lemoine & Blum, 2021), (Baloyi, 2020) concluded that women's leadership has an effect on work motivation.

Hypothesis 2

The statistical results show that the effective communication variable has a T-Statistics value of 3.515 (greater than 1.96) and a P value of 0.000 (less than 0.05) so that it can be concluded that effective communication has a significant effect on work motivation. This means that the more effective communication that is established in the work environment, the higher the employee's motivation will be (Maidiyanto et al., 2021). Effective communication is able to create clarity of tasks, reduce misunderstandings, and build positive relationships

between superiors and subordinates (Fatih et al., 2025). In this context, feminist organizational communication theory can be used to explain that empathetic, collaborative, and participatory communication characteristics often identified with feminist approaches play an important role in improving employee morale. This theory rejects dominant and hierarchical communication patterns, and emphasizes the importance of each individual's voice, experience, and feelings in the organization (Dobusch, 2021). Therefore, when communication is done in an open, equitable, and inclusive manner, as encouraged by a feminist perspective, it can be a major driver of the formation of high work motivation. The results of the study research (Kalogiannidis, 2020), (Basalamah, 2021), (Chien et al., 2020) concluded that effective communication has an effect on work motivation.

CONCLUSION AND RECOMMENDATION

Based on the results of statistical tests, it can be concluded that both women's leadership and effective communication have a significant effect on employee work motivation. Women's leadership that emphasizes the values of empathy, collaboration, and participation is able to create a supportive and motivating work environment. Similarly, effective communication has been shown to increase motivation through clarity of information, healthy interpersonal relationships, and an open work climate. These findings are in line with feminist organizational communication theory that emphasizes the importance of a relational and inclusive approach in building a productive work culture.

Organizations are advised to adopt an inclusive and communicative leadership style, particularly by encouraging women's roles in strategic positions. In addition, it is important to build an open, empathetic, and two-way internal communication system to create a conducive and motivating work atmosphere. Leadership and communication training based on feminist values can be a strategic step in improving employee motivation and overall performance.

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