

The Role of Empowering Leadership and Work-life Balance in Increasing Women's Entrepreneurial Motivation and Performance

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Abstract

This research reveals the role of Empowering Leadership and work-life balance in enhancing motivation and performance of female entrepreneurs in the MSME sector in Palopo. Employing a quantitative method, the population includes all MSME employees in the Palopo city. A sample of 250 respondents was selected using purposive sampling. Through the Structural Equation Model (SEM), 230 respondents were considered the minimum number. Data analysis utilized Partial Least Square (PLS-SEM) through Smart PLS 4. Results indicate that Empowering Leadership significantly and positively influences the performance and motivation of female entrepreneurs. Additionally, work-life balance has a significant positive impact on their performance and motivation. These findings emphasize the importance of empowering leadership and work-life balance for the growth of female entrepreneurs in Palopo.

Keywords: Empowering Leadership; female entrepreneur; motivation; work-life balance

1. Introduction

Empowering leadership and work-life balance are very important for the motivation and performance of women entrepreneurs. Empowering leadership gives leaders the opportunity to guide and empower teams, while work-life balance creates a balanced work environment for integrity, professional success and personal happiness. An in-depth study of the relationship between the two is very relevant to increasing the motivation and performance of women entrepreneurs.

The big role of women in the digital era is manifested in their participation not only in the domestic sector, but also as entrepreneurs and traders. Facts show that the majority of MSMEs, especially in the creative industries, are managed by women. With the projected growth of the creative industry at 7% per year according to the Ministry of Industry, the motivation for entrepreneurship between men and women has different characteristics. Women show unique entrepreneurial drive. The issue of gender in entrepreneurship is interesting because the identification of gender factors not only influences performance, but also has implications for the generalization of results, especially in the case of entrepreneurship [1] [2] [3] [4] [5].

The importance of motivational factors in entrepreneurial performance theory cannot be ignored. Clearly identify what drives you, especially as a woman who wants to start and manage a challenging business. Build that motivation as a strong foundation to face a challenging journey [6]. Needs more attention Although women entrepreneurs make an important contribution to economic growth, the lack of research on the business motivations of women entrepreneurs, especially in developing countries like Indonesia, demands serious

attention. Immediately dig deeper to understand and support women entrepreneurs in their business practices to encourage sustainable economic development [7]. Encourage literature research It is important to understand the positive impact of empowering leadership and work-life balance on women's entrepreneurial motivation. This article will discuss the key role of these two factors in supporting the performance and motivation of women entrepreneurs. With the insights gained, we can advance efforts to develop women's businesses and empower women entrepreneurs as a whole. Empowering leadership not only drives motivation, but also creates an environment that supports innovation and growth. Support, potential development and autonomy in decision making are the main keys that can stimulate high motivation, a crucial element in facing uncertainty in the world of entrepreneurship.

This research aims to detail the entrepreneurial spirit of women in Micro, Small and Medium Enterprises (MSMEs), with special emphasis on the food and beverage sector. The focus involves an in-depth analysis of the gap between the increasing number of women entrepreneurs and the sustainability of their businesses in the sector. It is hoped that the results of this research can be a bridge to overcome existing gaps and provide valuable insights regarding the dynamics of women's entrepreneurship in the food and beverage industry today. Sari and Nurani (2022) MSEJ, 3(2) 2022: 388-406 390 with a theoretical model and research methodology to position female entrepreneurs in MSMEs.

Previous research shows that empowering leadership and work-life balance are key factors that determine women's entrepreneurial motivation and performance. With this support, female entrepreneurs can feel more confident, while high motivation is the main key in facing the uncertainty of the entrepreneurial world. The real challenge faced is the lack of public recognition of the professional abilities of female entrepreneurs. In this context, current developments demand a fairer role for women, making an important contribution to today's economic growth. According to Kamberidou (2013) Women entrepreneurs play a very meaningful role in the economy, with a significant impact not only limited to their ability to create employment opportunities for oneself, but also in creating employment opportunities for others. The success of women-owned businesses not only contributes to their personal economic growth, but also directly plays a role in building the broader business ecosystem. By creating jobs, women entrepreneurs not only change their own lives but also have a positive impact on local communities, driving the local economy, and providing opportunities for sustainable growth. (Tjahjadi et al., 2022; Pisicchio & Toaldo, 2021; Birru, Runhaar, Zaalberg, Lans, & Mulder, 2019; Nakos, Dimitratos, & Elbanna, 2019; Aksoy, 2017). However, several previous findings have produced different information. According to Kartika (2021).

It is important to remember that the impact of empowering leadership and work-life balance depends on the context and the individual. While both have the potential to increase motivation and performance, results may vary depending on other factors such as company culture, social support, and individual characteristics. Some female entrepreneurs may feel more driven and productive in a work environment that is empowering and offers a balance between work and personal life, while others may find the impact less significant. Therefore, it is important for organizations and individuals to understand each other's needs and preferences in order to achieve optimal results. A deep understanding of individual and

contextual dynamics will help create a work environment that is supportive, diverse and responsive to the needs of women entrepreneurs. Furthermore, according to Bodlaj (2020). Empowering leadership and work life balance play a crucial role in increasing the motivation and performance of female entrepreneurs. Empowering leadership encourages active participation, decision making, and increases a sense of belonging in the team, while work life balance allows women entrepreneurs to maintain a balance between work and personal life, reducing stress, and increasing job satisfaction. These two factors combined provide a positive boost to the motivation and performance of women entrepreneurs, helping them achieve success in their businesses. To gain deeper insight, this study aims to examine the relationship between empowering leadership, work life balance, and motivation in women's entrepreneurial performance. It is hoped that the findings from this research will provide a valuable contribution to understanding the complex dynamics that influence the success and well-being of women entrepreneurs.

2. Methodology

This research uses quantitative methods and the research population consists of micro, small and medium enterprises (MSMEs) in the city of Palopo. Considering that the overall sampling frame in this study is unknown and the number of respondents is difficult to identify, it is not feasible to apply probability sampling in this study to obtain a random and representative sample. Considering these considerations, non-probability sampling was used in this study to collect data. Latan *et. al*, (2020) recommend using non-probability samples when the number of respondents is very large and cannot be determined. Respondent identification was carried out using snowball sampling via social media, resulting in a total of 230 respondents who agreed to take part in this research survey. Of the total number of questionnaires returned and received, there were 230. The total number of questionnaires was 230 with a response rate of 80.5%. According to Baruch & Holtom (2008), surveys generally consider a response rate >15% acceptable.

This study adopted measurement items from previous empirical research (Table 1). For data collection, this research used an online questionnaire which was distributed to respondents via social media using the snowball sampling technique. Twelve measurement items relate to the constructs of innovation orientation, marketing communications, and marketing performance, using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) [7].

This research uses SMART PLS as a software package. In this research we used PLS-SEM because it is more suitable for theory development and involves complex models [8]. This method is widely used in management research aimed at analyzing causal relationships between latent concepts, and is very effective when estimating causal relationships in theoretical models based on empirical data. Operational definitions and measurement indicators of research constructs are presented in Table 1.

Table 1. table of indicators and definitions

Variable	Definition	Indicator	Source
<i>Empowering leadership</i>	<i>Empowering Leadership</i> is a management approach that involves delegating authority, providing support, and creating a collaborative and inclusive environment to increase the abilities and confidence of team members.	1. Developing employees (Development) 2. Building communication (Community) 3. Delegation of power (Delegation)	Laub, (2020) and Jones, (2013)
<i>Work-life balance</i>	<i>Work-life balance</i> refers to balance or harmony between one's professional and personal lives.	1. Time balance 2. Balance of engagement 3. Balance of satisfaction	Alinaksi, Suroso, and Zulaifah, (2006)
Motivation	Motivation is an internal or external drive that encourages someone to act, achieve goals, or maintain certain behavior.	1. Wages 2. Workplace 3. Work equipment 4. Workers' attitudes towards work 5. attitudes between colleagues 6. trust and responsibility 7. the need to increase capabilities 8. need for achievement	Stephen P. Robbins (2009)
Women's entrepreneurial performance	Women's entrepreneurial performance refers to the results or achievements achieved by a woman in running and developing her business	1. Independence factor 2. Capital factor 3. Emotional factors	Anoraga (2004)

3. Results and Discussion

3.1. Result

Validity test

Convergent validity is related to the principle that the measurements (manifest variables) of a construct should be highly correlated. The convergent validity test is carried out by looking at the loading factor value and comparing it with the rule of thumb (>0.60), then looking at the average variance extracted (AVE) value.) and compared with the rule of

thumb (>0.50). The discriminant validity test is carried out by looking at the square root value of AVE and the correlation between latent constructs with the rule of thumb square root AVE $>$ correlation between latent constructs.

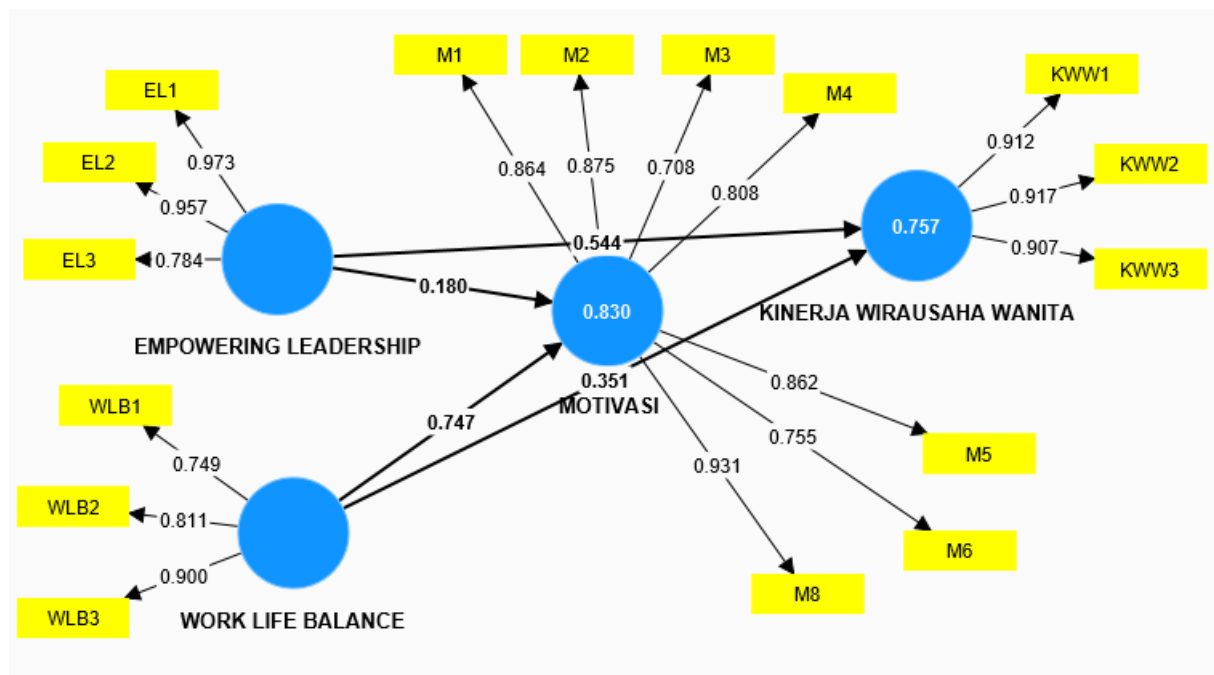


Figure .2 image of outer loading

Outer loading

Table 2. outer loading table

	Empowering leadership	Work-life balance	Motivation	Women's entrepreneurial performance
E	0.973			
L1				
E	0.957			
L2				
E	0.784			
L3				
WLB1		0.749		
WLB2		0.811		
WLB3		0.900		
M			0.8	
1			64	
M			0.8	
2			75	
M			0.7	
3			08	
M			0.8	
4			08	
M			0.8	
5			62	
M			0.7	
6			55	
M			0.9	

8	31	
KWW		0.912
1		
KWW		0.917
2		
KWW		0.907
4		

Based on the output factor loading value for the Empowering Leadership variable with 3 measurement indicators, namely EL1=0.973; EL2=0.957 ; EL3=0.784. then the Work-Life Balance variable with 3 measurement indicators, namely WLB1=0.749; WLB2=0.811 ; WLB3=0.900. Then the Motivation variable with 8 measurement indicators, namely M1=0.864; M2=0.875 ; M3=0.708 ; M4=0.808 ; M5=0.862 ; M6=0.755 ; M8=0.931. then the Women Entrepreneurial Performance variable with 3 measurement indicators, namely KWW1=0.912; KWW2=0.917 ; KWW3=0.907. Based on the factor loading value for the indicators Empowering Leadership, work-life balance, Motivation, Women's Entrepreneurial Performance, the value is above 0.60. Thus the indicators forming the construct of Empowering Leadership, work-life balance, Motivation, Women's Entrepreneurial Performance are categorized as VALID .

Average Variance Extracted (AVE)

Table. 3 AVE tables

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Empowering Leadership</i>	0.894	0.952	0.934	0.826
<i>Work-life balance</i>	0.901	0.937	0.937	0.832
Motivation	0.925	0.942	0.940	0.697
Women's entrepreneurial performance	0.760	0.794	0.862	0.676

From the table above it can be concluded that with the AVE value for each construct, namely Empowering leadership = 0.826, work-life balance = 0.832, Motivation = 0.697, and Women's entrepreneurial performance = 0.676, the four constructs already have an AVE value of 0.50, meaning These four constructs were declared VALID.

Composite Reliability

Table 4. Composite Reliability table

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Empowering Leadership</i>	0.894	0.952	0.934	0.826
<i>Work-life</i>	0.901	0.937	0.937	0.832

<i>balance</i>				
Motivation	0.925	0.942	0.940	0.697
Women's entrepreneurial performance	0.760	0.794	0.862	0.676

Output results *Composite Reliability* for the Empowering leadership construct=0.934; Work-Life Balance=0.937 ; Motivation=0.940 ; Women's entrepreneurial performance = 0.862. So Empowering leadership, Work-Life Balance, Motivation and Performance of women entrepreneurs already have good reliability or are categorized as reliable.

Cronbach's Alpha

The results of Cronbach's Alpha values can be seen in the table below:

Table 5. Cronbach's Alpha table

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Empowering Leadership</i>	0.894	0.952	0.934	0.826
<i>Work-life balance</i>	0.901	0.937	0.937	0.832
Motivation	0.925	0.942	0.940	0.697
Women's entrepreneurial performance	0.760	0.794	0.862	0.676

Judging from the table above, it shows that the Empowering leadership value = 0.894; Work-Life Balance value= 0.901; Motivation Value= 0.925; Women's entrepreneurial performance value = 0.760. Because each of the values above has exceeded 0.70, it can be said that the values above have met Cronbach's alpha requirements.

Inner Model Evaluation

R Square Value

R squared is a value that shows how much influence the combined independent variables have on the dependent variable, with a number range between 0 and 1, describing the extent to which the independent variables together influence the value of the dependent variable in a statistical model.

Table. 6 R square tables

	R-square	R-square adjusted
Women's entrepreneurial performance	0.757	0.754
Motivation	0.830	0.828

Based on the output of the analysis results using the bootstrapping method, the R square value for the Female Entrepreneurial Performance variable was 0.757 and the self-motivation variable was 0.754. The conclusion was that the R square value for the Female Entrepreneurial Performance variable was 0.830, which means that the female entrepreneurial performance variable can be explained from the Empowering variable. Leadership and work life balance of 75% are included in the weak category, then the r square value of the motivation variable is 0.828, which means the motivation variable can be explained from the Empowering Leadership variable and work-life balance of 83% is included in the strong category.

Patch Coefficient

The path coefficient is an important number that shows the direction and strength of the relationship between variables in a study. The range of path coefficient values is from -1 to 1. When the value is between 0 to 1, it indicates a positive relationship between the variables, while when the value is between -1 to 0, it indicates a negative relationship between the variables.

Table 7. Coefficient Patch Table

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Empowering >Women's Performance</i>	<i>leadership - Entrepreneurial</i>	0.544	0.548	0.0 92	5,888	0,000
<i>Empowering Motivation</i>	<i>leadership -></i>	0.180	0.177	0.0 61	2,970	0.003
<i>Work-life Entrepreneurial Performance</i>	<i>balance ->Women's</i>	0.351	0.350	0.0 88	3,975	0,000
<i>Work-life balance -></i>	<i>Motivation</i>	0.747	0.752	0.0 55	13,508	0,000

Based on the output, it can be concluded that Empowering Leadership has a significant positive effect on the performance of women entrepreneurs as shown by the parameter coefficient value of 0.544. The significant value is 0.000, which is smaller than the alpha level of 5%. This is shown by the statistical T value of 5.888 which is greater than 1.989 (t table). Then, Empowering Leadership has a significant positive effect on motivation as shown by the parameter coefficient value of 0.180. The significance value is 0.003, which is smaller than the 5% alpha level. This is shown by the T statistical value of 2.970 which is greater than 1.989 (t table). Furthermore, work-life balance turned out to have a significant positive effect on the performance of women entrepreneurs, which was shown to have a parameter coefficient value of 0.357. The significant value is 0.000, which is smaller than the 5% alpha level. This can be shown by the statistical T value of 3.975, which is smaller than 1.989 (t table). Furthermore, Work-lifeBalance turns out to have a significant effect on motivation as indicated by the parameter coefficient value of 0.747. The significance value is 0.000, which

is smaller than the 5% alpha level. This can be shown by the statistical T value of 13.508 which is greater than 1.989 (T table).

3.2. Discussion

The Role of Empowering Leadership on Women's Entrepreneurial Performance

Empowering *leadership* has a positive and significant impact on the performance of women entrepreneurs in Palopo City. These findings indicate that the better empowering leaders perceived by women entrepreneurs, the higher the performance provided by them, and vice versa. These results are consistent with previous research findings and confirm that empowering leadership plays a key role in improving women's entrepreneurial performance. This study provides valuable insight into the relationship that can be improved between empowering leadership and women's entrepreneurial performance in the context of Palopo City. (Nada Nabillah, 2020) revealed that empowering leadership has a positive and significant effect on the performance of women entrepreneurs (Gokdu B., 2020). Empowering leadership at a higher level has a positive impact in promoting empowering leadership at a lower level. This phenomenon creates a positive spiral, where leaders who empower at the top level become role models that inspire leaders at the bottom level. As a result, employee task performance increases indirectly. These results provide an important impetus for further research, with a focus on in-depth understanding of the mechanisms and impacts of the influence of empowering leadership at various organizational levels. (Po Hao et al, 2017) Empowering leadership has the potential to positively improve the performance of women entrepreneurs. The latest results from research by Maggie (2016) show that, although the first hypothesis regarding the influence of empowering leadership on Team Performance Management is not significant, it still has a positive impact. These findings show the important relevance of empowering leadership in the context of improving the performance of women entrepreneurs.

The Role of Empowering Leadership on Motivation

Empowering leadership, which is applied by increasing the meaning of work, promoting participation, expressing trust, and providing autonomy, has a positive and significant impact on the motivation of MSMEs in the city of Palopo. Leaders who ask for opinions and empower MSME potential not only increase self-confidence, but also create an environment where motivation grows. This finding is in line with the results of previous research, such as Nada Nabillah (2020) who stated the positive influence of empowering leadership on motivation, and I Gusti (2016) who found a positive and significant impact of empowering leadership and performance measurement systems on motivation. Thus, the application of empowering leadership can be considered as the key to increasing the motivation of MSMEs in the city of Palopo.

Work-Life Balance on Women's Entrepreneurial Performance

From the test results, it can be seen that the work-life balance variable is proven to significantly influence women's entrepreneurial performance, creating an acceptable positive relationship. This finding is consistent with previous research by Lingga (2020) and Dina (2018), which also confirmed the positive influence between work-life balance and women's

entrepreneurial performance [9] [10]. Questionnaire data shows a high level of work-life balance, indicating that maintaining a balance between work and family life can improve women's entrepreneurial performance. These results illustrate that employees who succeed in maintaining this balance can continue to fulfill job demands well.

Work-Life Balance on Motivation

Based on the analysis results, the p-value for the variable influence of Work-Life Balance (WLB) on motivation is $0.747 < 0.05$, which indicates that there is a significant influence between Work-Life Balance and work motivation. Work-Life Balance is defined as a balance in a person's life, where they can fulfill their duties and obligations at work without neglecting important aspects of their personal life. This includes the ability to manage multiple life demands simultaneously, especially in the context of an Entrepreneur who has multiple roles. Motivation, on the other hand, is a process that includes triggering behavior, sustaining behavioral progress, and directing specific actions. Therefore, motivation in an entrepreneurial context arises as a result of needs and desires, driving them to action. Thus, these findings suggest that Work-Life Balance can be a key factor in increasing entrepreneurial work motivation, providing a deeper understanding of the dynamics of motivation and life balance in the entrepreneurial context.

4. Conclusion

The conclusion of this research is that the role of empowering leadership and work life balance has a significant impact on the motivation and performance of female entrepreneurs. Empowering leadership, through providing autonomy, support, and creating an innovative environment, encourages high motivation in female entrepreneurs. Meanwhile, work life balance plays an important role in creating balance between work and personal life, reducing stress, and increasing job satisfaction.

The combination of these two factors provides a positive boost to the motivation and performance of women entrepreneurs, creating high-performing teams and providing the necessary flexibility in running a business and maintaining life balance. Understanding the importance of empowering leadership and work life balance not only increases the productivity and sustainability of women's entrepreneurial businesses, but also creates a positive work environment as a whole.

Although this research produced significant findings, there were several limitations in the methodology and scope of the research, such as insufficient sample size and limited focus on one area. Therefore, it is recommended that further research increase the sample size, expand the area coverage, and further explore the relationship between self-motivation and women's entrepreneurial performance by adding variables such as self-confidence.

It is hoped that these recommendations will provide a stronger foundation for the development of policies or organizational strategies that support the development and success of women entrepreneurs in various sectors. By focusing on further developing knowledge, future research is expected to make a substantial contribution to the understanding of the factors that influence employee performance in the context of women's entrepreneurship.

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