

Analysis of the Effect of Gender Diversity and Transformational Leadership on Performance Through Job Satisfaction at PT PLN (Persero) Unit Induk Distribusi Sumatera Utara

Bethania Febyoletta Nainggolan¹, Yeni Absah², R. Hamdani Harahap³

^{1,2,3}Department of Management, Faculty of Economics and Business Universitas Sumatera Utara, Indonesia

Corresponding Author: Bethania Febyoletta Nainggolan

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ABSTRACT

This study aims to examine and analyze the effect of gender diversity and transformational leadership on employee performance through job satisfaction at PT PLN (Persero) Unit Induk Distribusi Sumatera Utara. The research involved all structural and non-structural employees working at the company's office, totaling 195 respondents. The analytical method used is multivariate analysis using structural equation modeling (SEM) with structural equation modeling (SEM) supported by the Smart PLS-4 software. The findings reveal that the factor with the strongest positive and significant influence on employee performance is gender diversity, followed by transformational leadership and job satisfaction. Furthermore, transformational leadership shows a positive and significant effect on job satisfaction, while gender diversity does not significantly affect job satisfaction. Job satisfaction is found to mediate the relationship between transformational leadership and employee performance, but it does not mediate the relationship between gender diversity and employee performance.

Keywords: Performance, gender diversity, transformational leadership, job satisfaction

INTRODUCTION

Employee performance is key to success for any company, including PT PLN (Persero) UID Sumatera Utara. Better employee performance will help improve the company's performance. Productive, disciplined, and highly committed employees will enhance operational efficiency, product or service quality, and customer satisfaction, ultimately positively impacting the company's Performance (Sutarno et al., 2019). However, the fact is that individual employee performance at PT PLN (Persero) UID Sumatera Utara is unstable and even tends to be underdeveloped.

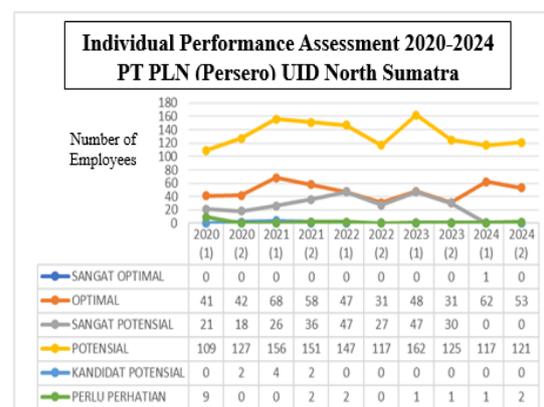


Figure 1. Recap of Individual Performance Assessment of PT PLN (Persero) UID Sumatera Utara 2020-2024

Figure 1 above illustrates the underdevelopment of Individual Performance Assessments at PT PLN (Persero) UID Sumatera Utara. Only one employee received an individual performance assessment rating of “Very Optimal” from 2020 to the second semester of 2024. Of the 195 employees in the second semester of 2024, only 53 received an “optimal” talent rating, or 27%. The remainder were dominated by employees with “potential” talent ratings. Many factors influence employee performance. One factor that drives companies to progress and prepares them to compete in the dynamic energy industry, such as PT PLN (Persero) UID Sumatera Utara, is gender diversity. Gender diversity is a factor that can improve employee performance. Robbins (2018) emphasized that diversity, including gender diversity, can

increase creativity and innovation and improve decision-making, all contributing to enhanced organizational performance. However, PT PLN (Persero) highlights the issue of how Indonesians perceive the electricity business as a man’s domain due to its technical nature, field-based work, and the requirement for physical strength and endurance. It makes it more difficult for female employees to reach senior-level or managerial positions. The performance of women and men cannot be judged solely by gender; both men and women must be able to deliver their best performance within a company. Table 1 below shows the managerial levels at PT PLN (Persero) Unit Induk Distribusi Sumatera Utara (UID SUMUT), ranging from Basic Supervisor to General Manager, with locations across all PLN work units across Sumatera Utara.

Table 1. Comparative Statistics of Men and Women Holding Managerial Positions in the Work Area of PT PLN (Persero) UID SUMUT

No	Structural Position	Position	Gender Type	
			Male	Female
1	Upper Management	General Manager	1	0
2	Middle Management	Structural Operational Unit (Non-Unit Leader)	4	0
3	Elementary Management	Structural Operational Unit (Non-Unit Leader)	15	3
4	Elementary Management	Structural Operational Unit (Unit Leader)	11	2
5	Upper Supervisor	Upper Supervisor (Unit Leader)	59	8
6	Upper Supervisor	Upper Supervisor (Non-Unit Leader)	68	5
7	Subordinate Supervisor	Lower Supervisor	378	73
TOTAL			536	91

Source: PT PLN (Persero) UID SUMUT (2024)

Table 1 shows that 627 employees occupy managerial or structural positions, with a significantly different composition: 85.48 percent (536 employees) are male, while 14.51 percent (91 employees) are female. Therefore, it can be concluded that women’s roles at the managerial level are still very minimal in the PT PLN (Persero) UID Sumatera Utara work area. Research by Galletta et al. (2022), Handayani and Panjaitan (2019), Luanglath (2018), and Backman and Kohlhase (2020) indicates that gender diversity has an impact on performance improvement. However, research by Pasaribu and Tumewu (2015), Kahar (2016), Fathonah (2018), Thoomaszen

and Hidayat (2020), Yu and Madison (2021), and Prabowo and Setiawan (2021) indicates that gender diversity has either a negative or no impact on performance improvement. To improve performance, leadership patterns are very influential in making employees excel in their performance. According to Dynamic Capabilities Theory (Teece, 2007; Ambrosini & Bowman, 2009), transformational leaders facilitate the adaptation of gender diversity strategies, creating advantages that improve employee and organizational performance. Research shows that women tend to be more prominent in transformational leadership styles (Eagly et al., 2003). Women tend to show empathy

and effective communication in their leadership functions, which are key components of transformational leadership, namely inspiring, motivating, and empowering subordinates to achieve high performance. Women are slightly superior in “consideration”, but in general, both men and women can be effective transformational leaders.

Numerous studies have shown that female leaders instinctively utilize transformational leadership. Both men and women can

effectively implement all core dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) (Eagly, 2003).

A pre-survey of 50 employees, to determine the current state of transformational leadership implementation among male and female structural employees at PT PLN (Persero) UID Sumatera Utara, can be seen in Table 2 below:

Table 2. Results of the Transformational Leadership Pre-Survey on PT PLN (Persero) UID Sumatera Utara

No	Dimensions of Transformational Leadership	Questions	Agree		Disagree Less		Disagree	
			Total	%	Total	%	Total	%
1.	Idealized Influence	I am proud to work with my leader.	35	70	10	20	5	10
2.	Inspirational Motivation	My leader provides a compelling vision for the future.	20	40	25	50	5	10
3.	Intellectual Stimulation	My leader is not afraid to challenge different ideas.	10	20	32	64	8	16
4.	Individualized Consideration	My leader takes a personal interest in my development.	22	44	10	20	18	36

Source: PT PLN UID SUMUT (2023)

Table 2 above shows that out of 50 employees, 10, or 20%, still felt less proud to work with their leaders. Twenty-five employees, or 50% of the 50, believed their leaders lacked a compelling vision for future work programs. Thirty-two employees, or 64% of the 50, felt their leaders were afraid to embrace new ideas from their subordinates, and 18 employees, or 36% of the 50, believed their leaders paid little attention to their performance and career development. The leadership at PT PLN (Persero) UID Sumatera Utara is dominated by male leaders.

Research by Pasamar et al. (2018), Macquiera et al. (2019), Aboramadan and Dahleez (2020), and Girete and Sarata (2021) indicates that employees have a high perception of transformational leadership. Employees perceive their leaders as transformational agents who inspire, encourage, consider, and motivate them. However, the above studies contradict research by Noviani (2017), Roni (2019), and

Afzali et al. (2021), which states that there is no relationship between transformational leadership and performance.

Thus, the applied gender diversity and transformational leadership factors are expected to increase employee comfort and job satisfaction. Onyemah et al. (2018) in Saroni et al. (2022) stated that job satisfaction refers to a positive or pleasant emotional state resulting from job evaluation or work experiences.

According to the results of a pre-survey conducted by researchers, the phenomenon occurring at PT PLN (Persero) UID Sumatera Utara can be seen from the job satisfaction indicators proposed by Robbins & Judge (2022). Job satisfaction is positively related to performance because satisfied employees are more motivated, engaged, and willing to put in extra effort, leading to higher productivity and organizational success.

While high performance can increase job satisfaction through achievement and

recognition, satisfied employees also tend to perform well due to their positive attitudes and motivation. As shown in the results of the pre-survey of 50 employees, to determine

the state of job satisfaction at PT PLN (Persero) UID Sumatera Utara, the pre-survey can be seen in Table 3 below:

Table 3. Results of the Pre-Survey on Job Satisfaction at PT PLN (Persero) UID Sumatera Utara

No	Dimensions of Job Satisfaction	Questions	Agree		Disagree Less		Disagree	
			Total	%	Total	%	Total	%
1.	Satisfaction with the Job Itself	My job provides growth opportunities.	35	70	10	20	5	10
2.	Satisfaction with Salary/Wages	I am satisfied with my salary.	20	40	25	50	5	10
3.	Satisfaction with Superiors	My manager provides clear direction.	10	20	32	64	8	16
4.	Satisfaction with Coworkers	I am part of a team with good communication.	22	44	10	20	18	36
5.	Satisfaction with Career Development Opportunities	The company provides fair promotion opportunities to all employees.	12	24	30	60	8	16

Source: PT PLN UID SUMUT (2023)

Research by Saroni et al. (2022), Surajiyo et al. (2020), and Dewi and Frianto (2020) found that job satisfaction significantly and positively impacts employee performance. However, several studies conducted by Sugihandayani (2011), Fauziek and Yanuar (2021), and Fitri and Endratno (2021) found that job satisfaction negatively impacts employee performance.

Based on the problems and research gaps, the researcher is interested in conducting a study entitled “The Effect of Gender Diversity and Transformational Leadership on Employee Performance through Workplace Work at PT PLN (Persero) Sumatera Utara Distribution Unit.”

LITERATURE REVIEW

Gender Diversity

According to the Resource-Based View (RBV) Theory in Turner (2009), gender diversity expands an organization’s internal resources, such as perspectives, knowledge, and expertise, increasing innovation and competitiveness, indicating that gender diversity improves innovative performance. In addition, there is also the Critical Mass Theory in Brahma et al. (2020), which concluded from the results of their research that the positive

effects of gender diversity on the board of directors only appear significantly when there are three or more women in a team, not just one or two. The concept of diversity management in the research of Nasution et al. (2019) states that the balance of gender proportions and organizational culture that supports gender equality has been proven theoretically and through research to improve employee enthusiasm, morale, and performance.

Transformational Leadership

Bass and Avolio (1994) state that transformational leadership is a process in which leaders inspire, motivate, and develop subordinates to reach their full potential, while helping the organization achieve long-term goals. Bass & Avolio (1994) emphasize that in rapidly changing and challenging organizational contexts, transformational leadership styles are most effective in increasing job satisfaction, encouraging employee engagement, and improving team and organizational performance.

All aspects of transformational leadership involve leaders who motivate followers to perform above expectations and go beyond their self-interest for the

organization's benefit. Individualized friendliness, intellectual stimulation, inspirational motivation, and idealized influence (the “Four I’s”) result in extra employee effort, higher productivity, higher morale and satisfaction, higher organizational effectiveness, lower turnover rates, lower absenteeism, and greater organizational adaptability. Based on this model, leaders are generally most effective when regularly using the “Four I’s” (Robbin & Judge, 2020).

Job Satisfaction

According to Mudayat (2022), job satisfaction is a positive attitude among employees, encompassing feelings and behaviors toward their work, through evaluating one’s work as a sense of appreciation for achieving one’s essential work values. Several theories exist about job satisfaction, including:

a. Social Exchange Theory (SET)

This theory explains that employees who feel satisfied with receiving attention and support will “reciprocate” to the organization through increased contributions, including good performance. Job satisfaction creates positive social relationships that encourage loyalty and greater work initiative.

b. Two-Factor Theory

This theory suggests that satisfaction and dissatisfaction are part of different variables: motivators and hygiene factors. Dissatisfaction is linked to job conditions, such as the work environment, wages, security, etc. On the other hand, satisfaction is derived from factors related to the job itself or the direct outcomes of the work, such as job performance, opportunities for promotion and self-development, and recognition from superiors and coworkers.

Framework

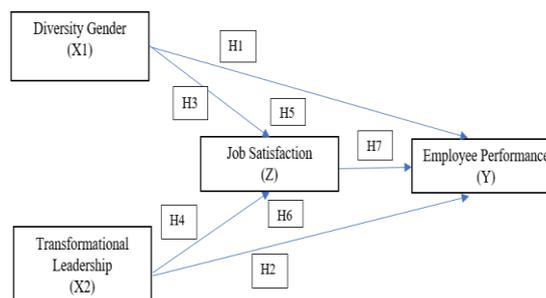


Figure 2. Kerangka Konseptual

H1: Gender Diversity has a positive and significant effect on Performance

H2: Transformational Leadership has a positive and significant effect on Performance

H3: Gender Diversity has a positive and significant effect on Job Satisfaction

H4: Transformational Leadership has a positive effect on Job Satisfaction

H5: Gender Diversity has a positive effect on Performance through Job Satisfaction

H6: Transformational Leadership has a positive effect on Performance through Job Satisfaction

H7: Job satisfaction has a positive and significant effect on performance

MATERIALS & METHODS

The type of research used in this study is associative research. This study aims to determine the effect of Gender Diversity and Transformational Leadership on Performance, with Job Satisfaction as an intervening variable. This research was conducted at the Office of PT PLN (Persero) Sumatra Utara Distribution Unit from November 2023 to June 2024.

The researcher used a Likert scale measurement, which is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena (Ghozali, 2016). The population in this study consisted of structural and non-structural employees who were located at the office of PT PLN (Persero) Sumatra Utara Distribution Unit, totaling 195 employees. The sample was selected using the total sampling method,

where the entire population was used as a sample. This is because the population can be in the same place and can be reached by researchers.

The data collection techniques used in this study were Interviews, Documentation Studies, and Questionnaires. The data analysis technique in this study used Partial Least Squares (PLS).

RESULT

A. Evaluation of Measurement Model

Model pengukuran dalam penelitian ini terdiri dari model pengukuran dimana variabel keselamatan dan Kesehatan kerja, kepemimpinan transaksional, disiplin kerja, dan kinerja karyawan diukur secara reflektif. Dalam Hair et al (2010) Evaluasi model pengukuran yang baik terdiri dari Loading Factor >0,50, Composite

Reliability > 0,70, Cronbach's Alpha > 0,50 dan Ever Variance Extraction (AVE) > 0,50

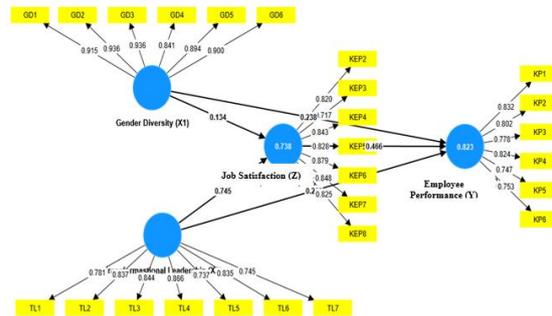


Figure 3. Outer Model Path Diagram (PLS Algorithm)

Source: Smart PLS 4 Data Processing Results

Based on the results of the analysis carried out, the results of the loading factor, Composite Reliability, Cronbach's Alpha, and Average Variance Extracted (AVE) are as follows:

Table 4. Results of the Measurement Model Evaluation Test

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Gender Diversity (X1)	GD 1	0,821	0,910	0,931	0,691
	GD 2	0,879			
	GD 3	0,876			
	GD 4	0,750			
	GD 5	0,808			
	GD 6	0,848			
Transformational Leadership (X2)	TL 1	0,742	0,920	0,935	0,646
	TL 2	0,784			
	TL 3	0,716			
	TL 4	0,916			
	TL 5	0,897			
	TL 6	0,729			
	TL 7	0,716			
	TL 8	0,894			
Job Satisfaction (Z)	KEP 1	0,909	0,944	0,954	0,724
	KEP 2	0,918			
	KEP 3	0,723			
	KEP 4	0,900			
	KEP 5	0,766			
	KEP 6	0,718			
	KEP 7	0,961			
	KEP 8	0,876			
Performance (Y)	KP 1	0,935	0,964	0,971	0,848
	KP 2	0,851			
	KP 3	0,930			
	KP 4	0,974			
	KP 5	0,914			
	KP 6	0,916			

Source: Smart PLS 4 Data Processing Results

B. Structural Model Evaluation

Structural model evaluation is related to testing the influence hypothesis between research variables. According to Hair et al (2011), Structural model evaluation testing consists of checking for the absence of multicollinearity between variables with an inner VIF measure below 5. Hypothesis testing and 95% confidence intervals of estimated path coefficient parameters, the influence of direct variables at the structural level directly influences the f-square measure (f-square 0.02 is low, 0.15 is moderate, and 0.35 is high). As for the mediation effect, the upsilon V statistical measure is used which is obtained by squaring the mediation coefficient in

Lachowicz et al. (2018) which is interpreted in Ogbeibu et al (2022) explaining the existence of a low mediation effect (0.02), a moderate mediation effect (0.075), and a high mediation effect (0.175).

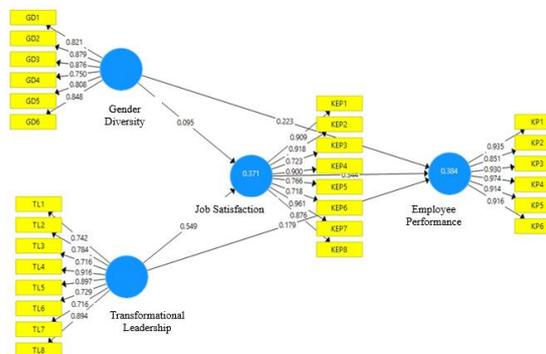


Figure 4. Display of PLS Inner Model Results
Source: Smart PLS 4 Data Processing Results

Table 5. Structural Model Test Results

Hypothesis	Path Coefficient	P value	Test Results	VIF	F Square/ Upsilon V
<i>Direct effect</i>					
H1: Gender Diversity -> Performance	0.223	0.001	Significant	2.395	0,053
H2: Transformational Leadership -> Performance	0.179	0.041	Significant	4.615	0.026
H3: Gender Diversity -> Job Satisfaction	0,095	0.238	Not Significant	4.815	0,010
H4: Transformational Leadership -> Job Satisfaction	0.549	0.000	Significant	4.615	0,319
H7: Job Satisfaction -> Performance	0.344	0.001	Significant	4.881	0.121
<i>Indirect effect (Hypothesis Testing (Mediation Effect))</i>					
H5: Gender Diversity -> Job Satisfaction -> Performance	0.033	0,273	Not Significant	-	0,001
H6: Gender Diversity -> Transformational Leadership -> Performance	0.189	0.003	Significant	-	0,035

Source: Data processed by SmartPLS 4 (2025)

Based on Table 5, the evaluation results of the structural model indicate that the model is acceptable, meaning there is no multicollinearity between variables, as indicated by an inner VIF below 5. Based on the results of the hypothesis testing above, the following conclusions are drawn:

1. The first hypothesis (H1) is accepted, namely that there is a positive and significant effect of gender diversity on employee performance, with a path coefficient of 0.223 and a p-value of 0.001 < 0.05. It indicates that increasing gender diversity will improve employee performance. Furthermore, applying

- gender diversity to improve employee performance has a high impact at the structural level (f-squared = 0.053).
2. The second hypothesis (H2) is accepted: transformational leadership has a positive and significant effect on employee performance, with a path coefficient of 0.179 and a p-value of 0.041 < 0.05. It indicates that the application of transformational leadership will improve employee performance. Applying transformational leadership to enhance performance has a high impact at the structural level (f-squared = 0.026).
3. The third hypothesis (H3) was rejected,

stating that there is a positive but insignificant effect of gender diversity on job satisfaction, with a path coefficient of 0.095 and a p-value of $0.238 > 0.05$. It means that when gender diversity is implemented, job satisfaction will increase, but not significantly. Furthermore, gender diversity has a low effect on job satisfaction at the structural level ($f\text{-squared} = 0.010$).

4. The fourth hypothesis (H4) was accepted, stating that transformational leadership positively and significantly affects job satisfaction, with a path coefficient of 0.549 and a p-value of $0.000 < 0.05$. It means that when transformational leadership is implemented, it can increase employee job satisfaction. Transformational leadership also moderately affects job satisfaction at the structural level ($f\text{-squared} = 0.319$).
5. The seventh hypothesis (H7) was accepted, stating that job satisfaction significantly affects employee performance, with a path coefficient of 0.344 and a p-value of $0.001 < 0.05$. It means that when job satisfaction occurs, it can improve employee performance. Job satisfaction also has a moderate effect on improving employee performance at the structural level ($f\text{-squared} = 0.121$).
6. The fifth hypothesis (H5) is rejected, indicating no effect between gender diversity and employee performance through job satisfaction, with a path coefficient of 0.033 and a p-value of $0.273 > 0.05$. Implementing gender diversity does not significantly improve employee performance through job satisfaction. The mediating role of job satisfaction is considered low, according to Ogbeibu et al. (2022), with a Upsilon V value of $0.001 < 0.02$. Therefore, job satisfaction is not a significant mediator between gender diversity and employee performance.
7. The sixth hypothesis (H6) is accepted, indicating a positive and significant

effect of transformational leadership on employee performance through job satisfaction, with a path coefficient of 0.189 and a p-value of $0.003 < 0.05$. Implementing transformational leadership can improve employee performance through increased job satisfaction. The mediating role of job satisfaction is relatively low according to Ogbeibu et al. (2022), whose V value is $0.035 > 0.02$. However, the results of the statistical test show that this indirect effect is statistically significant (Sig = 0.003), so it can be concluded that job satisfaction acts as a mediator with low strength but is statistically significant in the relationship between transformational leadership and employee performance.

C. Evaluation of Goodness of Fit and Model Fit

Table 6 shows the R-squared value based on the processing results in this study.

Table 6. R Square Test Results

	R-square	R-Square Adj
Job Satisfaction	0,371	0,364
Employee Performance	0,384	0,375

Source: Data processed by SmartPLS 4 (2025)

Based on Table 6, the R-squared value based on the existing processing results indicates that gender diversity (X1) and transformational leadership (X2) can influence employee performance by 37%, with the remaining 63% influenced by other factors outside this study. According to Cohen (1988), the influence is categorized as moderate because it is above 0.25 (25%). Gender diversity, transformational leadership, and job satisfaction can influence employee performance by 38.4%, with the remaining 61.6% influenced by other factors outside this study. According to Cohen (1988), the influence is categorized as moderate because it is above 0.25 (25%).

Table 7. SRMR Test Results

	Saturated Model	Estimated Model
SRMR	0.077	0.077

Source: Data processed by SmartPLS 4 (2025)

Table 7 shows the SRMR value. SRMR stands for standardized Root Mean Square Residual. In Yamin (2022), this value measures model fit, namely the difference between the data correlation matrix and the estimated model correlation matrix. In Hair

et al. (2021), an SRMR value below 0.108 indicates a good model fit.

Based on hypothesis testing, both direct and indirect effects, the results are presented in Table 8 as follows:

Table 8. Summary of Hypothesis Testing Results

	Original sample (O)	P values	Conclusion
Gender Diversity -> Performance	0.223	0,001	Accepted
Transformational Leadership -> Performance	0.179	0,041	Accepted
Gender Diversity -> Job Satisfaction	0.095	0,238	Rejected
Transformational Leadership -> Job Satisfaction	0.549	0,000	Accepted
Job Satisfaction -> Performance	0.090	0,001	Accepted
Gender Diversity -> Job Satisfaction -> Performance	0.549	0,273	Rejected
Transactional leadership -> Job Satisfaction -> Performance	0.255	0,003	Accepted

Source: Data processed by SmartPLS 4 (2025)

DISCUSSION

The Effect of Gender Diversity on Performance (Hypothesis 1)

The hypothesis test results indicate that gender diversity has a positive and significant impact on employee performance. This means that better implementation of gender diversity will improve employee performance in quantity and quality. Conversely, poor implementation of gender diversity will decrease employee performance at PT PLN (Persero) Sumatera Utara Distribution Unit. Based on the analysis of gender diversity among 195 respondents, researchers found that the indicator that best reflects the gender diversity variable is the statement with the highest loading factor, items 2, 3, and 6. "A balanced proportion of male and female employees in a particular field is believed to improve employee performance." A balanced division of employees between men and women in each field within the company's scope of work will improve employee performance, and the organization where employees work is believed to support gender equality.

It aligns with the concept of diversity management and gender equity theory outlined in the research by Nasution et al. (2019), which found that a balanced gender proportion and an organizational culture that supports gender equality have been proven

theoretically and research-based to improve employee morale and performance. Furthermore, gender-inclusive organizations create a fairer and more productive work environment. Organizations prioritizing gender equality tend to perform better due to increased inclusivity, fairness, and teamwork.

Research by Supadiyanto (2015) highlights that the dominance of certain genders in the public domain creates policy bias and emphasizes the importance of proportionality to improve decision-making quality and fairness and achieve organizational goals. It aligns with the principles of gender equality and proportionality, where a balanced proportion of male and female employees can improve performance. Research by Nasution et al. (2019) found that gender equality in organizations promotes an inclusive work environment, strengthens employee morale, and increases productivity.

The Influence of Transformational Leadership on Performance (Hypothesis 2)

Based on the hypothesis test results, transformational leadership positively and significantly impacts employee performance. Implementing transformational leadership will improve employee performance, both in quantity and

quality. Conversely, poor implementation of transformational leadership will decrease employee performance at PT PLN (Persero) Sumatera Utara Distribution Unit.

Based on the analysis of the transformational leadership variable from 195 respondents, the researchers found that the indicators that best reflect transformational leadership are statements with the highest loading factors, namely items 4, 5, and 8: "The leader has explained the company's vision for the future," "The leader always provides new ways to complete a task," and "The leader always provides equal opportunities for all employees, regardless of their abilities and aspirations."

These three aspects—vision for the future, innovation in work, and fairness for employees—are rooted in transformational leadership theory and are strongly supported by research by Afiani (2019), which shows that this leadership style can significantly increase employee motivation, participation, and performance. This research suggests that transformational leaders influence performance by conveying a clear vision and providing direction for the organization's goals. It increases employee engagement and, ultimately, performance. The study also confirmed that transformational leaders practice intellectual stimulation, encouraging employees to think innovatively and find new solutions to work problems. Research by Toruan et al. (2021), which highlights the role of leaders in providing equal opportunities and personal motivation to employees, shows that leaders who implement individualized consideration have been shown to treat employees fairly and according to their individual needs, which increases employee engagement and performance.

The Effect of Gender Diversity on Job Satisfaction (Hypothesis 3)

The hypothesis test results indicate that gender diversity has a positive but insignificant effect on job satisfaction. It means that better implementation of gender diversity will increase employee job

satisfaction, but not significantly. Conversely, poor implementation of gender diversity will decrease employee performance at PT PLN (Persero) Sumatera Utara Main Distribution Unit.

Therefore, the implementation of gender diversity still requires attention. PT PLN (Persero) Sumatera Utara Main Distribution Unit can improve employee job satisfaction by maintaining a balanced proportion of male and female employees in specific fields. A balanced division of male and female employees in each field within the company will increase employee job satisfaction, although not significantly.

Judging from the results of the gender diversity analysis of 195 respondents, the researcher found that the indicator that best reflects the gender diversity variable is the statement with the highest loading factor, item 2. A balanced proportion of male and female employees in specific fields can increase job satisfaction. A balanced division of male and female employees in each field within the company will increase employee job satisfaction, although not significantly.

The Influence of Transformational Leadership on Job Satisfaction (Hypothesis 4)

Based on the hypothesis test results, transformational leadership positively and significantly affects employee job satisfaction. It means that better implementation of transformational leadership will increase job satisfaction. Conversely, worse implementation of transformational leadership will decrease employee job satisfaction at PT PLN (Persero) Sumatera Utara Distribution Unit. Based on the analysis of the transformational leadership variable among 195 respondents, the researchers found that the indicators that best reflect the transformational leadership variable are statements with the highest loading factors, namely items 4, 5, and 8: "The leader has explained the company's vision to be achieved in the future (Inspirational Motivation), the leader always

provides new ways to complete a task (Intellectual Stimulation), and the leader always offers equal opportunities for all employees, regardless of their abilities and aspirations (Individualized Consideration). Based on respondents' responses, the implementation of transformational leadership at PT PLN (Persero) Sumatera Utara Main Distribution Unit (UPS) demonstrated that these three aspects—future vision, innovation in work, and fairness for employees—are rooted in transformational leadership theory and are strongly supported by research by Afiani (2019), which shows that this leadership style can significantly increase employee motivation, participation, and performance. Afiani's (2019) research states that transformational leaders influence performance by conveying a clear vision and providing direction for organizational goals. It increases employee engagement and, ultimately, performance. The same research by Afiani (2019) also confirms that transformational leaders practice intellectual stimulation, encouraging employees to think innovatively and find new solutions to work problems. Research by Toruan et al. (2021) highlights the role of leaders in providing equal opportunities and personal motivation to employees. Leaders who implement individualized consideration have been shown to treat employees fairly and according to their individual needs, which increases employee engagement and performance.

Handriana's (2011) research indicates that women prefer to interpret leadership in a transformational manner. However, the results of this study suggest that transformational leadership can also be applied in companies where the leadership is predominantly male, such as at PT PLN (Persero) Sumatera Utara Distribution Unit. The 40 male respondents in this study were structural employees, compared to only 5 female employees. This research aligns with the findings of Setiawan, D. (2021), who stated that there is no significant difference in transformational effectiveness between

male and female leaders. Both demonstrate equal ability to implement this style, depending on experience and character, not gender.

This research aligns with the theory of Bass & Avolio (1994), further elaborated in Robin & Judge (2022), which states that within transformational leadership, the Individualized Consideration dimension is the most reflective of job satisfaction when enhanced, namely the leader's attention and support for individual employee needs, including mentoring, coaching, and personal recognition.

The Effect of Gender Diversity on Employee Performance Through Job Satisfaction (Hypothesis 5)

The hypothesis test results indicate that gender diversity has a positive but insignificant effect on employee performance through job satisfaction. It means that increasing job satisfaction through a robust gender diversity system can improve the quantity and quality of employee work at PT PLN (Persero) Sumatera Utara Main Distribution Unit, although not significantly.

The relationship between gender diversity and employee performance through job satisfaction is an important study area in organizational behavior. Implementing gender diversity is designed to create a fair work environment within a company, which can significantly impact employee performance. Research by Islam et al. (2024) shows that positive beliefs about gender diversity contribute strongly to job satisfaction and engagement, ultimately affecting performance. The Person–Organization Fit Theory in the study by De Moura & De Oliveira (2024) states that gender diversity predicts job satisfaction, significantly increasing employee and organizational productivity and performance.

However, the results were unexpected, as job satisfaction could not significantly mediate the relationship between gender diversity and employee performance at PT

PLN (Persero) Sumatera Utara Main Distribution Unit. Based on the field data, according to respondents' responses regarding the implementation of gender diversity at PT PLN (Persero) Sumatera Utara Main Distribution Unit, point 6, "The organization strongly supports gender equality, with policies and programs supporting gender equality in place," received the highest score of Disagree (6 respondents). It indicates that gender diversity is not fully supported, with the lack of implementation of policies and programs supporting gender equality leading to low job satisfaction, thus reducing employee productivity at PT PLN (Persero) Sumatera Utara Main Distribution Unit.

Based on the field data, according to respondents' responses regarding the implementation of gender diversity at PT PLN (Persero) Sumatera Utara Main Distribution Unit, point 4, "The process of making and determining company policies involves all employees without distinguishing between male and female genders," had the lowest mean score of 3.86. It aligns with the results of the outer loading test on the Gender Diversity indicator GD.4, which has the lowest outer loading value of 0.750. It indicates that it is believed that not all employees have been involved, where there is still a gender distinction between men and women when making and determining policies in PT PLN (Persero) Sumatera Utara Main Distribution Unit.

The Influence of Transformational Leadership on Employee Performance Through Job Satisfaction (Hypothesis 6)

Based on the hypothesis test results, it was shown that transformational leadership positively and significantly affects employee performance through job satisfaction. This means that better implementation of transformational leadership will improve employee performance, both in quantity and quality, through employee job satisfaction. Conversely, poor implementation of transformational leadership will decrease employee performance through decreased

job satisfaction at PT PLN (Persero) UID Sumatera Utara.

Judging from the results of the transformational leadership variable analysis of 195 respondents, the researchers found that the indicators that best reflect the transformational leadership variable are statements with the highest loading factors, namely items 4, 5, and 8: "The leader has explained the company's vision to be achieved in the future," "The leader always provides new ways to complete a task," and "The leader always provides equal opportunities for all employees, regardless of their abilities and aspirations."

Based on the results of respondents' answers regarding the implementation of transformational leadership at PT PLN (Persero) Sumatera Utara Main Distribution Unit, these three aspects—future vision, innovation in work, and fairness for employees—are rooted in transformational leadership theory and are strongly supported by research such as (Afiani, 2019) and (Toruan et al., 2021), which shows that this leadership style can significantly increase employee motivation, participation, and performance. Research by Afiani (2019) states that transformational leaders influence performance by conveying a clear vision and providing direction for organizational goals. It increases employee engagement and, ultimately, performance. The same research (Afiani, 2019) also confirms that transformational leaders practice intellectual stimulation, encouraging employees to think innovatively and seek new solutions to work problems. Research in Toruan et al. (2021), which highlights the role of leaders in providing equal opportunities and personal motivation to employees, shows that leaders who implement individualized consideration are proven to treat employees fairly and according to their individual needs, which increases employee engagement and performance.

Regarding mediation, job satisfaction arises from inclusive, inspiring, and supportive leadership. Siswanto & Yuliana (2022) stated that Social Exchange Theory states

that transformational leaders provide attention, support, and appreciation, thus triggering positive reciprocity in employee job satisfaction. Research by Youssef & Luthans (2020) found that transformational leadership designs work clearly (vision, goals, responsibilities) to create satisfaction and engagement that support productivity, namely employee performance. It aligns with the Organizational Justice & Commitment Theories, which state that employees feel valued when leaders demonstrate fairness and concern, increasing loyalty and performance effectiveness.

The Influence of Job Satisfaction on Employee Performance (Hypothesis 7)

Based on the hypothesis test results, job satisfaction positively and significantly affects employee performance. This means that better employee job satisfaction will improve employee performance in quantity and quality. Conversely, worse employee job satisfaction will decrease employee performance at PT PLN (Persero) UID Sumatera Utara.

The relationship between job satisfaction and employee performance has been the focus of this study. Job satisfaction refers to a positive employee attitude, encompassing feelings and behaviors toward their work, such as job performance, opportunities for promotion and self-development, and recognition from superiors and coworkers, which are crucial for maintaining a productive work environment.

Based on the analysis of the Job Satisfaction variable from 195 respondents, the researchers found that statements with the highest loading factors were found in items 1, 3, and 4: employees receive promotions for performing their duties well, employees receive wages commensurate with their workload, and the work assigned aligns with their job description and field of responsibility, and employees are always involved in every work activity commensurate with their skills. It implies that the employees generally feel satisfied with their work, which means that

performance at PT PLN (Persero) UID Sumatera Utara is in the good category.

CONCLUSION

Based on the results of the research conducted, the following conclusions can be drawn and formulated:

1. The Gender Diversity variable positively and significantly affects Employee Performance.
2. The Transformational Leadership variable positively and significantly affects Employee Performance.
3. The Gender Diversity variable does not have a significant effect on Job Satisfaction.
4. Transformational leadership has a positive and significant effect on Job Satisfaction.
5. Gender Diversity does not significantly affect Employee Performance through Job Satisfaction.
6. Transformational leadership significantly affects Employee Performance through Job Satisfaction.
7. Job satisfaction has a positive and significant effect on Employee Performance.

SUGGESTION

Based on the results of the research conducted, the researcher compiled and made suggestions for several parties as follows:

1. Regarding gender diversity, PT PLN Main Distribution Unit Sumatera Utara noticed the imbalance in the number of female and male employees who continued their education to the master's level, with only 5 female employees compared to 20 male employees. This imbalance may reflect the existence of structural or cultural barriers that limit the access or opportunities for female employees to develop themselves, which ultimately also impacts the representation of women in strategic positions and decision-making in the company. The results of this study indicate that

employee perceptions of the existence and effectiveness of gender equality policies are still low and have not yet fully become part of the company culture. Therefore, PT PLN Main Distribution Unit Sumatera Utara needs to take strategic steps to improve the quality of gender diversity implementation. The first step that can be taken is to develop and implement a more explicit, comprehensive, and measurable gender diversity policy. The policy needs to cover aspects of recruitment, promotion, career development, and participation in the decision-making process that guarantee the involvement of all employees regardless of gender. This policy must also be accompanied by supporting programs such as gender equality training and a gender monitoring team that regularly audits and reports on the progress of gender diversity policy implementation in the work area of PT PLN's Sumatera Utara Main Distribution Unit. The second step is to increase balanced employee representation and empowerment in strategic forums and the policy-making process of PT PLN's Sumatera Utara Main Distribution Unit. Balanced gender representation will enhance perceptions of fairness and create a more inclusive dialogue within the company. Management also needs to encourage the active participation of women in continuing education and leadership development programs, as a form of concrete support for developing human resources potential without gender bias.

2. Regarding transformational leadership, PT PLN (Persero) 's Sumatera Utara Main Distribution Unit is strengthening the implementation of transformational leadership, particularly in intellectual stimulation and inspirational motivation. From the intellectual stimulation dimension, leaders (both male and female) need to be trained to

create a work environment that encourages employees to think creatively, convey new ideas, and stimulate independent and innovative problem-solving. The company can provide leadership training to improve skills and create a supportive work culture oriented toward employee intellectual development. In addition to enhancing the inspirational motivation dimension, leaders (both male and female) need to be able to convey the organization's vision and goals clearly and inspiringly, as well as build employee confidence in their ability to achieve work targets. Leaders are also expected to provide positive motivation through recognition of achievement, appreciation for individual contributions, and communication that builds trust. It will strengthen work morale and increase employee loyalty to the organization.

3. Regarding job satisfaction, research findings demonstrate that job satisfaction plays a significant role in improving employee performance at PT PLN's Sumatera Utara Main Distribution Unit. Therefore, the company must create a conducive, supportive, and fair work environment. Several aspects that require attention include providing equal promotion opportunities, effective communication between superiors and subordinates, recognition of individual achievements, and support for employee career development, such as regular one-on-one meetings between superiors and subordinates to discuss performance, challenges, and personal development plans. A career development platform, such as an Individual Development Plan (IDP), is available only to the immediate superior and their subordinates.

As a mediating variable, job satisfaction at PT PLN's Sumatera Utara Main Distribution Unit is recommended to evaluate employee

engagement in work that aligns with their skills and interests. Lack of participation in decision-making and inappropriate placements for expertise can reduce job satisfaction, thus requiring regular outreach and training based on employee interests and potential.

4. From an employee performance perspective, PT PLN's Sumatera Utara Main Distribution Unit employees have not fully met organizational expectations regarding productivity and high work commitment to additional responsibilities outside regular working hours. It is evidenced by the lack of progress in individual employee performance assessments over the past five years. Therefore, the company needs to design a strategy to strengthen competency and work discipline through training in technical skills development, time management, and a professional work ethic.

The results of this study also indicate that employees still need improvement in technical work quality, attention to detail, and professional maturity in carrying out tasks independently. PT PLN's Sumatera Utara Main Distribution Unit needs to conduct time management training, work efficiency training, and an understanding of the key performance indicators that each employee must achieve. Unit leaders are also expected to strengthen a supervisory system based on coaching, rather than control, to encourage employee independence in completing tasks. Furthermore, a system of tangible incentives and performance-based recognition is needed to motivate employees to be more committed to completing work on time, accurately, and with quality, and to demonstrate a willingness to contribute more when needed. This implementation is expected to increase productivity and the feeling of being appreciated by employees can give rise to higher work

motivation so that the results of individual performance assessments of employees of PT PLN (Persero) Sumatera Utara Main Distribution Unit can develop in the future, marked by an increasing number of employees who produce individual performance assessments of "Optimal" and "Very Optimal".

5. This variable can be optimally utilized for further research to compare gender diversity, transformational leadership, and job satisfaction. This research can be further developed by considering other mediating variables such as employee engagement and organizational commitment.

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