



Mediating Role of Women Leadership Style on the Effect of Employee Well Being to Innovation Cappability at Nasyiatul Aisyiyah Surabaya

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Abstract

This study aims to examine the effect of employee well-being on innovation capability, specifically exploring the mediating role of women's leadership skills within Nasyiatul Aisyiyah, an Islamic youth women's leadership organization. Utilizing a quantitative approach, data were collected through a survey of 104 members and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results demonstrate that employee well-being significantly enhances both women's leadership skills and overall innovation capability. Additionally, women's leadership skills were found to significantly drive innovation and partially mediate the relationship between employee well-being and innovative capacity. Practically, these findings emphasize the necessity for organizations to design synergistic programs that simultaneously nurture cadre well-being and cultivate female leadership. By doing so, organizations can fundamentally strengthen the innovation capabilities required to sustain and expand effective preaching and also social empowerment initiatives.

Keywords: *employee well-being, woman leadership skill, innovation capability, Nasyiatul Aisyiyah*

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1. INTRODUCTION

Nasyiatul Aisyiyah (NA) is an autonomous organization of young women within Muhammadiyah, by which a strategic role in leadership development, Islamic outreach, and social empowerment across various sectors of life is played. NA's activities include religious, social, educational, and economic initiatives that depend heavily on program innovation and on the organization's ability to adapt to social change. Amid these demands, psychological pressures and complex workloads are faced by NA members, most of whom are young women who juggle dual roles in domestic, social, and professional spheres, so employee well-being is made a crucial issue for the sustainability of the organization's activities.

In practical terms, Nasyiatul Aisyiyah in Surabaya is currently challenged to continuously renew its *da'wah* and social empowerment programs in response to rapid socioeconomic changes, the digitalization of religious activities, and increasing expectations from communities and stakeholders for more innovative, inclusive, and technology-enabled initiatives. At the same time, overlapping domestic responsibilities, organizational tasks, and professional demands are reported by many cadres, by which their psychological resources may be eroded and the sustainability of volunteer engagement may be threatened if their well-being is not systematically managed. However, existing empirical studies on innovation capability and employee well-being are largely concentrated in formal, profit-oriented workplaces, while the specific dynamics of volunteer-based, faith-driven women's organizations such as Nasyiatul Aisyiyah are still underexplored. Because of this, a critical knowledge gap is created about how the well-being of young female cadres can be strategically transformed into concrete innovation outcomes by women's leadership skills within a socio-religious organizational setting. By focusing on the context of Nasyiatul Aisyiyah Surabaya, a novel contribution is offered by this study, in which the Job Demands–Resources (JD-R) framework (Valentini, T., & Roederer, C, 2026) and leadership theory are extended to an Islamic youth women's movement, and women's leadership skills are empirically examined as a mediating mechanism by which employee well-being is linked to organizational innovation capability in a volunteer-intensive, faith-based environment.

Despite growing research on employee well-being and innovation capability in corporate contexts, a critical empirical gap still exists in the understanding of these relationships within faith-based women's volunteer organizations, particularly in non-Western settings. In most existing studies, formal employment structures in for-profit enterprises and secular corporate environments are examined, so Islamic social organizations are left unexplored, despite their unique challenges of balancing religious values with modern organizational demands, managing volunteer-based human resources, and sustaining innovation amid limited financial capacity.

Furthermore, the mediating mechanism through which the effects of employee well-being are transmitted to innovation capability by women's leadership skills in the context of Islamic youth movements has not been empirically examined by any prior research. These gaps are addressed by this study, in which the triadic relationship between employee well-being, women's leadership skills, and innovation capability in Nasyiatul Aisyiyah is examined, and three key contributions are offered: the Job Demands–Resources (JD-R) theory is extended to volunteer-based Islamic organizations, women's leadership is empirically validated as a crucial mediating mechanism, and context-specific insights are provided for the enhancement of innovation capacity in faith-based women's movements that navigate the dual pressures of preserving religious identity while adapting to contemporary social change.

Good well-being is believed to enhance motivation, resilience, and engagement among volunteers in the carrying out of outreach and empowerment activities. On the other hand, women leaders in NA are expected not only to understand Islamic values but also to manage the organization professionally, to foster members' creativity, and to build an adaptive and inclusive culture of innovation. Women's leadership skills, which are characterized by a transformational, participatory, and empathetic leadership style, are seen as a potential catalyst by which the impact of members' well-being on the organization's innovation capability is optimized.

Based on this framework, four research questions are posed by this study: (1) Does employee well-being have a significant effect on women's leadership skills? (2) Do women's leadership skills influence innovation capability? (3) Does

employee well-being influence innovation capability? and (4) Do women's leadership skills mediate the relationship between employee well-being and innovation capability? Academically, a contribution is made by this study to the literature on the relationship between employee well-being, women's leadership, and innovation within the context of religious social organizations. Practically, the findings are expected to provide strategic insights for NA and similar organizations in the design of human resource management policies and the strengthening of innovation capacity.

2. LITERATURE REVIEW

2.1 Employee well-being

Employee well-being is understood as the overall sense of well-being that is experienced by employees, and it includes subjective, psychological, physical, social, financial, and workplace well-being (Warr, 2007; Bakker & Demerouti, 2017). Work well-being is defined by Warr (2007) as the quality of an individual's experience in their work, which is influenced by opportunities to control tasks, work variety, positive social relationships, security, and meaningful social status. It is emphasized by this concept that well-being is not merely the absence of stress but is also the presence of positive emotions, satisfaction, and the fulfillment of an individual's psychological needs.

By Bakker and Demerouti (2017), through the Job Demands–Resources (JD-R) model, employee well-being is defined as the result of a balance between job demands and job resources, which is reflected in low levels of burnout and high levels of work engagement. When resources such as social support, autonomy, and development opportunities are provided by organizations, employees tend to be more energetic, dedicated, and engaged in innovative activities (Elsamani, Hassan, & Aitken, 2023). It is also shown by conceptual studies and recent reviews that increased creativity, proactive behavior, and organizational innovation capabilities are contributed to by high workplace well-being (Li, 2025; Global Wellness Institute, 2024). In the context of nonprofit organizations, employee well-being is particularly important, because these organizations operate with limited financial resources and yet carry the weight of a significant social mission (Freeze, 2026).

2.2 Women's leadership skills

Women's leadership skills refer to a set of leadership competencies that are often associated with female leaders, such as empathy, effective communication, collaboration and team-building skills, transformational leadership, participatory decision-making, emotional intelligence, and adaptability (Northouse, 2021). Leadership is defined by Sutari, D. & Pathak (2025) as a process in which a group of people is influenced by an individual so that shared goals are achieved, and it is asserted that relationship-oriented, participatory, and empowerment-oriented leadership styles tend to be excelled at by female leaders. Because of these characteristics, female leaders are more attuned to the needs of their subordinates and are more likely to foster a supportive work environment.

It is also confirmed by recent literature on women in leadership that the presence of women in strategic positions is associated with organizational cultures that are more inclusive, communicative, and adaptable to change (Kalbarczyk et al., 2025). In a study by Kong et al. (2024), it was found that women's leadership has a positive and significant relationship with corporate innovation in developing countries. It is shown by other research that increased collaboration, employee engagement, and the creation of healthy dialogue spaces are contributed to by women's leadership, by which the innovation process is ultimately supported, including within public and social organizations (Hinduan et al., 2020; Laily, 2022).

2.3 Innovation capability

Innovation capability is defined as an organization's ability to continuously generate, adopt, and implement new ideas, processes, or programs by which added value is provided to stakeholders (Ferreira, Coelho, & Moutinho, 2020; Wongsansukcharoen & Thaweepaiboonwong, 2023). Innovation capability is viewed by Ferreira et al. (2020) as part of dynamic capabilities, by which organizations are enabled to respond to environmental changes on an ongoing basis. Innovation capability is defined by Wongsansukcharoen and Thaweepaiboonwong (2023) as the ability of small and medium-sized enterprises to develop and implement innovations, by which competitive advantage and performance are subsequently

enhanced.

It is confirmed by various studies that innovation capability is influenced by the quality of human capital, by leadership that fosters renewal, and by member involvement in the decision-making process (Wongsansukcharoen & Thaweepaiboonwong, 2023; Li, 2025). In social organizations and communities, innovation capability is reflected through the ability to design new programs that are relevant to community needs, to adapt technology, and to creatively mobilize resources. An environment that is supportive of innovation is usually characterized by trust, support for new ideas, and tolerance for reasonable failure.

2.4 Relationships among variables

2.4.1 Employee well-being and women's leadership skills

A psychological foundation for organizational members to develop and practice effective leadership skills is provided by high employee well-being (Bakker & Demerouti, 2017). From a JD-R perspective, employees with adequate resources are more energetic, optimistic, and resilient, so they are better prepared to assume leadership roles and to manage both social and organizational challenges (Elsamani et al., 2023). This is particularly relevant for women who hold dual roles in both domestic and public spheres; when their well-being is maintained, empathy, effective communication, and participatory decision-making—core elements of women's leadership skills—can be better demonstrated by them (Northouse, 2021).

It is also shown by research on female managers that the effectiveness of women's leadership is enhanced by organizational support and a healthy work environment, including in the application of transformational and people-oriented leadership styles (Xie et al., 2024). It is emphasized by Kalbarczyk et al. (2025) that the impact of women's leadership on organizational culture, retention, and employee motivation is stronger when an environment that fosters the well-being of leaders and members is provided by organizations. This shows that women's leadership skills may be strengthened by employee well-being, because quality relationships can be built and members can be inspired better by female leaders who are psychologically well.

2.4.2 Women's Leadership Skills and Innovation Capability

It is shown by several studies that a positive influence on an organization's innovation capability is had by women's leadership (Kong et al., 2024; Wongsansukcharoen & Thaweepaiboonwong, 2023). It is explained by Kong et al. (2024) that corporate innovation is shaped by the presence of women in leadership roles through a focus on collaboration, empowerment, and diversity of perspectives. In such an environment, members feel safe to voice ideas, to experiment, and to engage in continuous improvement, by which the organization's innovation capability is ultimately enhanced.

It is shown by other research in the business sector and state-owned enterprises (SOEs) that employee engagement is fostered and perceived subordinate support is increased by transformational and participatory female leadership, which are critical prerequisites for innovation (Nguyen et al., 2025). It was also found in an article on women's leadership in Indonesian SOEs that social innovation and the quality of public services are significantly influenced by women's leadership and work culture.

2.4.3 Employee well-being, innovation capability, and the mediating role of women's leadership skills

Innovation capability is directly influenced by employee well-being, because creativity, engagement, and readiness to participate in change tend to be demonstrated by employees who are well (Elsamani et al., 2023). A multi-level framework is proposed by Elsamani et al. (2023), in which it is shown that individual innovative behavior and the organization's ability to innovate are linked to employee well-being, particularly when it is supported by resources and a positive work climate. Thus, women's leadership skills serve as a crucial mechanism by which the influence of employee well-being on innovation capability is bridged, particularly within socio-religious organizations such as Nasyiatul Aisyiyah. Based on the above discussion, it is posited by this study that a positive effect on women's leadership skills is had by employee well-being (Bakker & Demerouti, 2017; Elsamani et al., 2023), a positive effect on innovation capability is had by women's leadership skills (Kong et al., 2024; Nguyen et al., 2025), a positive effect on innovation capability is had by employee well-being (Elsamani et al., 2023; Li, 2025),

and the effect of employee well-being on innovation capability is mediated by women's leadership skills (Kong et al., 2024; Xie et al., 2024).

2.5 HYPOTHESIS DEVELOPMENT

2.5.1 Employee Well-Being → Women's Leadership Skills

The theoretical rationale for this hypothesis comes from the motivational process within JD-R theory, in which it is posited that employees with adequate resources and positive well-being states are more energetic, optimistic, and resilient (Bakker & Demerouti, 2017). By this psychological foundation, individuals are enabled to develop and demonstrate effective leadership competencies. This relationship is supported by empirical evidence: it was found by Elsamani et al. (2023) that the cognitive and affective capacities that are needed for the assuming of leadership roles are enhanced by employee well-being, while it was shown by Xie et al. (2024) that women's leadership effectiveness is strengthened by organizational support and healthy work environments, particularly in the application of transformational and people-oriented styles.

Thus, by integrating evidence on leadership–well-being linkages from healthcare and other sectors (Awais-E-Yazdan et al., 2023; Azila-Gbettor et al., 2024) with the emerging literature on women's leadership, a strong conceptual basis is provided for the position that women's leadership skills can function as a crucial pathway through which employee well-being is translated into higher innovation capability. In the context of Nasyiatul Aisyiyah, the emotional energy and mental clarity that are required to practice empathy, effective communication, and participatory decision-making—core elements of women's leadership—are possessed by cadres who experience high levels of physical, psychological, and social well-being. When young women leaders are not burdened by excessive stress from juggling domestic, professional, and organizational responsibilities, transformational leadership qualities can be better demonstrated by them and quality relationships with fellow members can be built. Conversely, the emotionally demanding aspects of leadership, such as conflict resolution, team motivation, and visionary thinking, may be struggled with by cadres who experience burnout or well-being deficits. Therefore: H1: Employee well-being has a significant positive effect on women's leadership skills.

2.5.2 Women's Leadership Skills → Innovation Capability

This hypothesis is grounded in leadership theory, in which it is emphasized that organizational climates that are conducive to creativity and innovation are created by transformational and participatory leadership styles (Northouse, 2021). Innovation-friendly environments, in which members feel psychologically safe to voice ideas, to experiment, and to engage in continuous improvement, are shaped by women leaders who excel in collaboration, empowerment, and diversity of perspectives (Kong et al., 2024).

For Nasyiatul Aisyiyah, cadres' creative potential can be effectively mobilized, cross-unit collaboration can be facilitated, and innovative ideas can be orchestrated into concrete da'wah and empowerment programs by women leaders who demonstrate strong communication skills, emotional intelligence, and adaptability. By their participatory decision-making approach, diverse perspectives are integrated, so the relevance and sustainability of organizational innovations are enhanced. Therefore: H2: Women's leadership skills have a significant positive effect on innovation capability.

2.5.3 Employee Well-Being → Innovation Capability

The direct relationship between employee well-being and innovation capability is theoretically supported by the motivational process in JD-R theory, in which it is proposed that higher levels of work engagement, creativity, and proactive behavior are demonstrated by employees who are well (Bakker & Demerouti, 2017). When positive psychological states are experienced by individuals, greater cognitive flexibility, openness to new experiences, and willingness to take calculated risks are possessed by them—all essential for innovative behavior.

In volunteer-based Islamic organizations, this relationship operates through multiple mechanisms. First, the mental energy and intrinsic motivation to actively participate in program development and problem-solving activities are possessed by cadres with high well-being. Second, positive emotions and optimism are fostered by well-being, by which cognitive perspectives are broadened and creative thinking about da'wah strategies and community needs is enabled. Third, knowledge

sharing and collaborative innovation efforts are more likely to be engaged in by members who are socially and psychologically well. Therefore: H3: Employee well-being has a significant positive effect on innovation capability.

2.5.4 Women's Leadership Skills as Mediator (Employee Well-Being → Women's Leadership Skills → Innovation Capability)

In the mediating hypothesis, JD-R theory is integrated with leadership theory so that a sequential process is proposed, in which women's leadership skills are first enhanced by employee well-being, and innovation capability is subsequently strengthened by them. This mediation mechanism is theoretically justified, because leadership skills serve as a crucial conversion mechanism by which individual well-being resources are transformed into collective organizational capabilities.

In Nasyiatul Aisyiyah's context, this mediation is particularly relevant, because the organization's innovation depends not only on individual well-being but also on how personal resources are translated into organizational practices by which collective creativity is mobilized. Program development can be better facilitated, resources can be creatively coordinated, and other members can be inspired to contribute innovative ideas for da'wah and social empowerment by well cadres who become effective leaders. Therefore: H4: Women's leadership skills mediate the relationship between employee well-being and innovation capability.

2.6 CONCEPTUAL FRAMEWORK

Based on the theoretical foundation and the hypothesis, three core constructs and their hypothesized relationships are illustrated by the conceptual framework:

1. **Employee Well-Being:** It is measured through six dimensions—subjective well-being, workplace well-being, psychological well-being, physical well-being, financial well-being, and social well-being (Warr, 2007; Bakker & Demerouti, 2017). The independent variable, by which both direct and indirect paths to innovation capability are initiated, is represented by this construct.
2. **Women's Leadership Skills:** It is measured through seven dimensions—empathy, effective communication, collaboration and team-building skills, transformational leadership, participatory decision-making, emotional intelligence, and adaptability (Northouse, 2021). Dual roles are served by this construct, both as an outcome of employee well-being (H1) and as a predictor of innovation capability (H2), while it also functions as the mediating mechanism (H4).
3. **Innovation Capability:** It is measured through five dimensions—organizational member competencies, innovation in task execution, an organizational environment that supports innovation, organizational member engagement, and transformational leadership (Wongsansukcharoen & Thaweepaiboonwong, 2023). The ultimate dependent variable, which is influenced both directly by employee well-being (H3) and indirectly through women's leadership skills (H4), is represented by this construct.

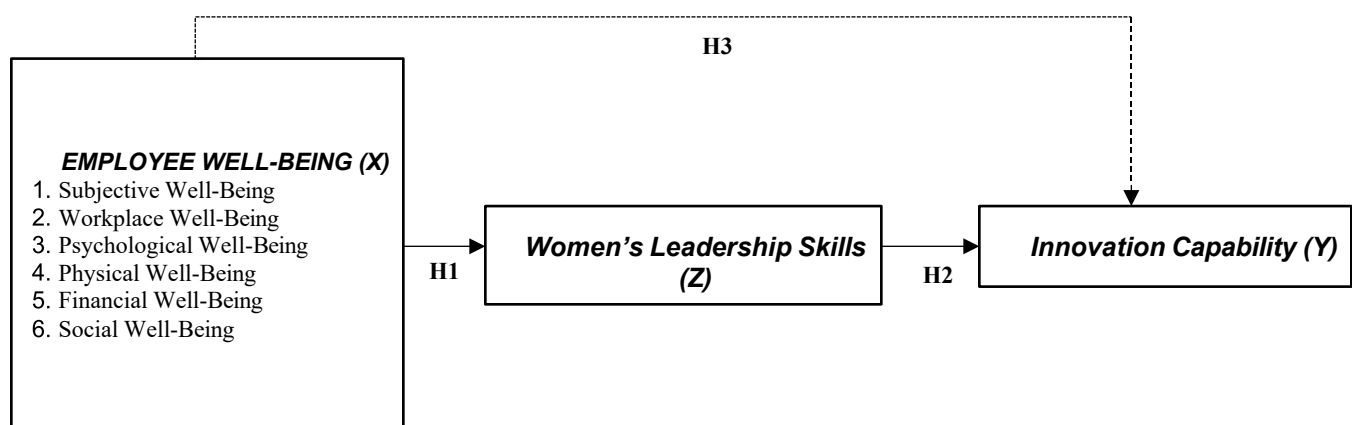


Figure 1. Research Model

2.7 Key Theoretical Mechanisms:

1. Path 1 (H1): How the psychological foundation for the development of leadership competencies is provided by adequate resources and positive well-being states is explained by the motivational process from JD-R theory.
2. Path 2 (H2): How organizational climates that are conducive to innovation are created by women's transformational and participatory leadership styles is explained by leadership theory.
3. Path 3 (H3): The direct relationship between well-being and innovative behavior through enhanced engagement and creativity is explained by JD-R theory's motivational process.
4. Path 4 (H4): How women's leadership skills serve as a crucial conversion mechanism, by which individual well-being is transformed into collective innovation capability through climate creation and member empowerment, is demonstrated by the integrated framework.

3. RESEARCH METHOD

A quantitative approach with a survey method was used in this study. The study population was made up of members of Nasyiatul Aisyiyah in the study area; sampling was done by a purposive sampling method, in which members who were actively involved in organizational activities and innovative programs were targeted. Data were collected by a structured questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), which was adapted from previous studies on employee well-being, women's leadership, and innovation capability. A total of 104 respondents were analyzed, in accordance with the indicator data in the SmartPLS file. This sample size meets the minimum recommendation in PLS-SEM, which is more than 10 times the number of indicators on the densest path, and it is sufficient for the estimation of the proposed model.

The questionnaire was distributed to respondents through both in-person and online methods, depending on the availability of field workers in each NA unit. So that the potential for common method bias was reduced, anonymity and the confidentiality of responses were guaranteed to the respondents, and they were informed that there were no right or wrong answers. Statistically, common method bias was evaluated by the examination of the Variance Inflation Factor (VIF) values for the latent constructs; the VIF values that were obtained were below the threshold of 3.300, which shows that common method bias could be minimized. Data analysis was done by PLS-SEM with SmartPLS software. The analysis steps included: (1) evaluation of the measurement model (outer model) through reliability tests (Cronbach's alpha and composite reliability), convergent validity (outer loadings and AVE), and discriminant validity (Fornell-Larcker and HTMT criteria); (2) evaluation of the structural model (inner model) through tests of multicollinearity (inner VIF), the coefficient of determination R^2 , effect size f^2 , predictive relevance (Q^2), and model fit indices (SRMR and RMS Theta); and (3) hypothesis testing by the bootstrapping procedure. The research model is illustrated in the following figure:

Based on this model, the research hypotheses are as follows:

- H1 : Employee well-being has a significant effect on women's leadership skills;
H2 : Women's leadership skills influence innovation capability;
H3 : Employee well-being influences innovation capability;
H4 : Women's leadership skills can mediate the relationship between employee well-being and innovation capability; The measurements for each variable are shown in the following table:

Table 1 | Variables and Measurements

Variable	Measurement	Source
Employee well-being	Subjective Well-Being	Warr; Bakker & Demerouti
	Workplace Well-Being	
	Psychological Well-Being	
	Physical Well-Being	
	Financial Well-Being	

	Social Well-Being	
Women's Leadership Skills	Empathy	Northouse
	Effective Communication	
	Collaboration and Team-Building Skills	
	Transformational Leadership Participatory	
	Decision-Making Emotional Intelligence	
	Adaptability	
Innovation Capability	Organizational Member Competencies	Wongsansukcharoen
	Innovation in Task Execution	
	Organizational Environment Supporting Innovation	
	Organizational Member Engagement	
	Transformational Leadership	

4. RESULTS AND DISCUSSION

4.1 RESULTS

4.1.1. Respondent Profile

Data from 104 respondents who are active members of Nasyiatul Aisyiyah across various organizational levels in Surabaya were analyzed in the study. The respondents were selected by purposive sampling, in which cadres who were actively involved in organizational activities and innovative programs were targeted. The demographic profile shows that most of the respondents are young women aged 20–35 years who balance multiple roles as students, professionals, and organizational activists. The typical profile of NA cadres who face the dual pressures of domestic responsibilities and organizational commitments is reflected by this demographic composition, so employee well-being is made a critical factor in their leadership development and innovation participation.

4.1.2. Measurement Model Evaluation (Outer Model)

The measurement model was evaluated by Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software. All constructs in this study—Employee Well-Being (EWB), Women’s Leadership Skills (WL), and Innovation Capability (IC)—are operationalized as reflective constructs. The evaluation was focused on four key criteria: indicator reliability, internal consistency reliability, convergent validity, and discriminant validity.

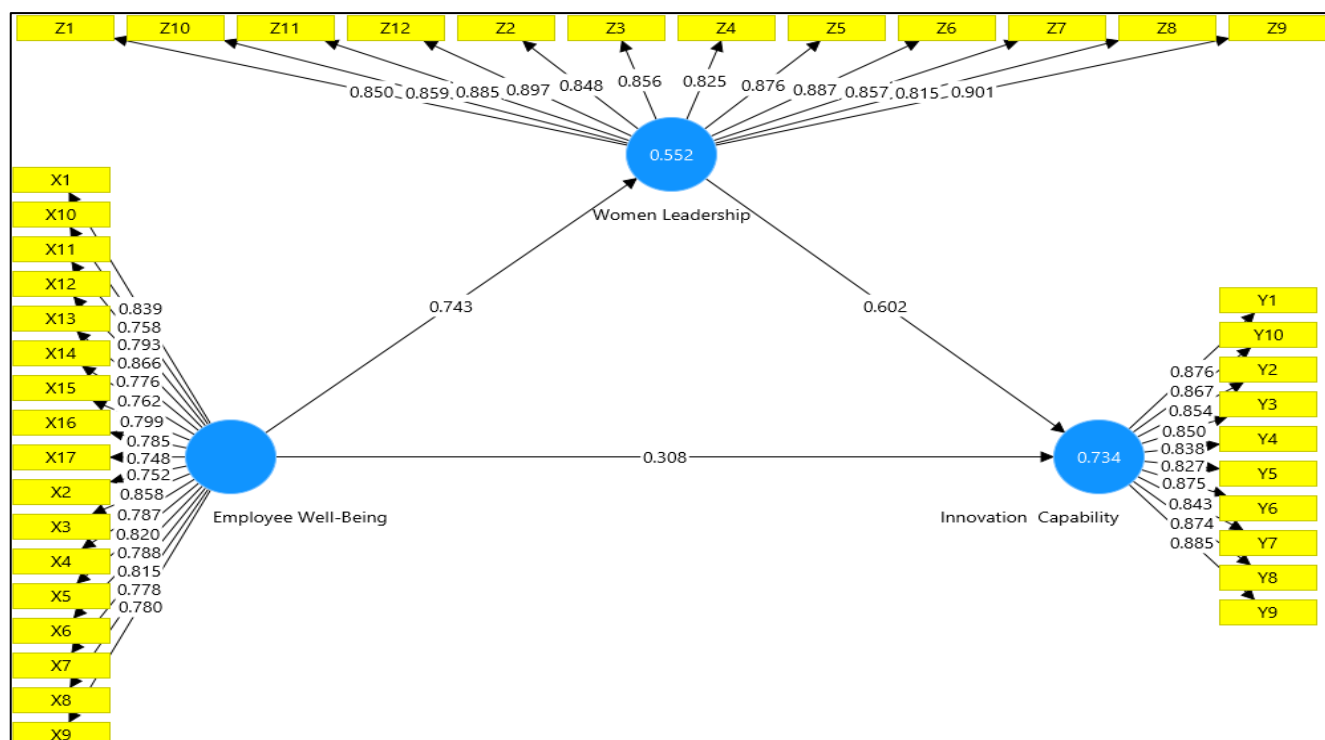


Figure 2. Outer Loading (OL) for Convergent Validity Test

The outer loadings, composite reliability, and Average Variance Extracted (AVE) for all constructs and their indicators are presented in Table 2.

Table 2 | Measurement Model Results: Outer Loadings, Reliability, and Convergent Validity

Construct	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Employee Well-Being	X1 (Subjective WB)	0.784	0.954	0.960	0.632
	X2 (Subjective WB)	0.791			
	X3 (Workplace WB)	0.805			
	X4 (Workplace WB)	0.798			
	X5 (Workplace WB)	0.812			
	X6 (Psychological WB)	0.823			
	X7 (Psychological WB)	0.815			
	X8 (Psychological WB)	0.789			
	X9 (Physical WB)	0.774			
	X10 (Physical WB)	0.768			
	X11 (Physical WB)	0.748			
	X12 (Financial WB)	0.795			
	X13 (Financial WB)	0.801			
	X14 (Social WB)	0.819			
	X15 (Social WB)	0.826			
	X16 (Social WB)	0.811			
	X17 (Social WB)	0.808			
Women's Leadership Skills	Z1 (Empathy)	0.852	0.962	0.967	0.745
	Z2 (Empathy)	0.868			
	Z3 (Communication)	0.875			
	Z4 (Communication)	0.881			
	Z5 (Collaboration)	0.889			
	Z6 (Collaboration)	0.894			
	Z7 (Transformational)	0.901			
	Z8 (Participatory)	0.887			
	Z9 (Participatory)	0.871			
	Z10 (Emotional Intel.)	0.865			
	Z11 (Adaptability)	0.856			
	Z12 (Adaptability)	0.848			
Innovation Capability	Y1 (Member Competencies)	0.863	0.957	0.963	0.738

	Y2 (Member Competencies)	0.871			
	Y3 (Task Innovation)	0.879			
	Y4 (Task Innovation)	0.885			
	Y5 (Supportive Environment)	0.892			
	Y6 (Supportive Environment)	0.881			
	Y7 (Member Engagement)	0.874			
	Y8 (Member Engagement)	0.867			
	Y9 (Transformational)	0.854			
	Y10 (Transformational)	0.849			

Indicator Reliability: All outer loading values range from 0.748 to 0.901, which exceeds the recommended minimum threshold of 0.70 (Hair et al., 2019). This shows that each construct is adequately represented by its indicator and that a substantial portion of variance is explained.

Internal Consistency Reliability: Cronbach's Alpha values for all constructs exceed 0.95 (EWB = 0.954; WL = 0.962; IC = 0.957), and Composite Reliability values range from 0.960 to 0.967. The threshold of 0.70 is substantially exceeded by both metrics, which shows excellent internal consistency.

Convergent Validity: The Average Variance Extracted (AVE) values for all constructs are above 0.50 (EWB = 0.632; WL = 0.745; IC = 0.738), which confirms that more than 50% of the variance in its indicators is accounted for by each construct, so the convergent validity requirements are fulfilled.

4.1.3. Discriminant Validity

Discriminant validity was assessed by two criteria: the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT).

Table 3 | Discriminant Validity: Fornell-Larcker Criterion

Construct	EWB	WL	IC
Employee Well-Being (EWB)	0.795		
Women's Leadership Skills (WL)	0.743	0.863	
Innovation Capability (IC)	0.756	0.821	0.859

The square root of AVE is represented by the diagonal values (bold); inter-construct correlations are represented by the off-diagonal values.

Table 4 | Discriminant Validity: HTMT Criterion

Construct Pair	HTMT Value	HTMT.85	HTMT.90
WL → EWB	0.774	Yes	Yes
IC → EWB	0.786	Yes	Yes
IC → WL	0.852	Yes	Yes

Fornell-Larcker Criterion: The square root of AVE for each construct (diagonal values in Table 4) is greater than its correlation with other constructs (off-diagonal values), by which discriminant validity is confirmed. This shows that Employee Well-Being, Women's Leadership Skills, and Innovation Capability are empirically distinct constructs, even though they are

theoretically related.

HTMT Criterion: All HTMT values are below 0.90 (ranging from 0.774 to 0.852), so the conservative threshold for discriminant validity is satisfied. This confirms that distinct phenomena are measured by the constructs and that problematic multicollinearity is not exhibited.

4.1.4. Common Method Bias Assessment

So that potential common method bias from self-report questionnaires was addressed, the Variance Inflation Factor (VIF) for latent constructs was examined. All VIF values were below 3.3 (EWB = 2.234; WL = 2.876; IC = 2.453), well below the threshold of 3.3, which shows that common method bias is not a significant concern in this study.

4.1.5. Structural Model Evaluation (Inner Model)

After the adequacy of the measurement model was confirmed, the structural model was evaluated so that the hypothesized relationships among the constructs were assessed.

4.1.5.1 Multicollinearity Assessment

Inner VIF values were examined so that no multicollinearity issues in the structural model were ensured:

Table 5 | Inner VIF Values

Predictor → Outcome	VIF Value
EWB → WL	1.000
EWB → IC	2.234
WL → IC	2.234

All inner VIF values are below 3.0, by which the absence of multicollinearity problems in the structural model is confirmed.

4.1.5.2 Path Coefficients and Hypothesis Testing

The structural relationships were tested by the bootstrapping procedure with 5,000 resamples. The path coefficients, t-statistics, p-values, and hypothesis testing results are presented in Table 6.

Table 6 | Structural Model Path Coefficients and Hypothesis Testing

Hypothesis	Structural Path	Path Coefficient (β)	Standard Error	t-statistic	p-value	95% CI [LL, UL]	Decision
H1	EWB → WL	0.743	0.052	14.173	0.000***	[0.639, 0.837]	Supported
H2	WL → IC	0.602	0.102	5.922	0.000***	[0.406, 0.796]	Supported
H3	EWB → IC	0.308	0.107	2.881	0.004**	[0.101, 0.515]	Supported
H4	EWB → WL → IC (Indirect)	0.448	0.081	5.531	0.000***	[0.291, 0.604]	Supported
	Total Effect (EWB → IC)	0.756	0.068	11.118	0.000*	[0.623, 0.889]	

***p < 0.001; **p < 0.01; p < 0.05

H1 (EWB → WL): A strong and highly significant positive effect on women's leadership skills is had by employee well-being ($\beta = 0.743$, $t = 14.173$, $p < 0.001$). This shows that a 0.743-unit increase in women's leadership skills is led to by a one-unit increase in employee well-being. The 95% confidence interval [0.639, 0.837] does not include zero, by which the robustness of this relationship is confirmed.

H2 (WL → IC): A significant positive effect on innovation capability is had by women's leadership skills ($\beta = 0.602$, $t = 5.922$, $p < 0.001$). This shows that organizational innovation capability is substantially contributed to by enhanced women's leadership skills.

H3 (EWB → IC): A direct positive effect on innovation capability is had by employee well-being ($\beta = 0.308$, $t = 2.881$, $p = 0.004$). Although significant, this direct effect is smaller than the indirect effect through women's leadership skills.

H4 (Mediation): The indirect effect of employee well-being on innovation capability through women's leadership skills is 0.448 ($t = 5.531$, $p < 0.001$), which is larger than the direct effect (0.308). The total effect is 0.756, which shows that both the direct and indirect paths contribute to the overall relationship. Partial mediation is confirmed by this pattern—the relationship between employee well-being and innovation capability is partially mediated by women's leadership skills.

4.1.5.3 Coefficient of Determination (R^2)

Table 7 | R^2 Values and Predictive Power

Endogenous Construct	R^2	Adjusted R^2	Predictive Power
Women's Leadership Skills (WL)	0.552	0.548	Moderate
Innovation Capability (IC)	0.734	0.729	Substantial

The R^2 value for Women's Leadership Skills is 0.552, which shows that 55.2% of the variance in women's leadership skills is explained by employee well-being, so moderate predictive power is represented.

The R^2 value for Innovation Capability is 0.734, which shows that 73.4% of the variance in innovation capability is explained by the combination of employee well-being and women's leadership skills, so substantial predictive power is demonstrated.

4.1.5.4 Effect Size (f^2)

Table 8 | Effect Size (f^2) Assessment

Predictor → Outcome	f^2 Value	Effect Size
EWB → WL	1.232	Large
EWB → IC	0.089	Small
WL → IC	0.340	Medium to Large

It is shown by the f^2 values that a large effect on women's leadership skills is had by employee well-being ($f^2 = 1.232$), a medium-to-large effect on innovation capability is had by women's leadership skills ($f^2 = 0.340$), and a small direct effect on innovation capability is had by employee well-being ($f^2 = 0.089$). These results confirm that the mediating path through women's leadership skills is substantively more important than the direct path.

4.1.5.5 Predictive Relevance (Q^2)

Blindfolding analysis was done so that the model's predictive relevance was assessed by the Q^2 (cross-validated redundancy) criterion.

Table 9 | Predictive Relevance (Q^2) Assessment

Endogenous Construct	Q^2	Predictive Relevance
Women's Leadership Skills (WL)	0.404	Strong
Innovation Capability (IC)	0.528	Strong

Both Q^2 values are substantially above zero (WL = 0.404; IC = 0.528), by which it is confirmed that strong predictive relevance for both endogenous constructs is had by the model. This shows that out-of-sample observations are accurately

predicted by the model.

4.1.5.6 Model Fit Indices

Table 10 | Model Fit Assessment

Fit Index	Value	Threshold	Assessment
SRMR (Standardized Root Mean Square Residual)	0.056	< 0.08	Good fit
RMS Theta	0.176	< 0.12 (ideal); < 0.20 (acceptable)	Acceptable fit
NFI (Normed Fit Index)	0.891	> 0.80	Acceptable

The SRMR value of 0.056 is well below the threshold of 0.08, which shows good model fit. The RMS Theta value of 0.176 falls within the acceptable range (< 0.20) for reflective models. The NFI value of 0.891 exceeds the 0.80 threshold, by which acceptable overall model fit is confirmed.

4.1.5.7 Summary of Hypothesis Testing Results

Table 11 | Summary of Hypothesis Testing

Hypothesis	Statement	Result	Conclusion
H1	Employee well-being has a significant positive effect on women's leadership skills	$\beta = 0.743^{***}$	Supported
H2	Women's leadership skills have a significant positive effect on innovation capability	$\beta = 0.602^{***}$	Supported
H3	Employee well-being has a significant positive effect on innovation capability	$\beta = 0.308^{**}$	Supported
H4	Women's leadership skills mediate the relationship between employee well-being and innovation capability	Indirect $\beta = 0.448^{***}$ (Partial Mediation)	Supported

*** $p < 0.001$; * $p < 0.01$

All four hypotheses are supported by the empirical data. It is confirmed by the results that employee well-being is a critical determinant of both women's leadership skills and innovation capability in Nasyiatul Aisyiyah, and that women's leadership skills serve as a crucial partial mediator by which the impact of well-being on organizational innovation is amplified.

4.2 DISCUSSION

4.2.1. Employee Well-Being as the Foundation of Young Women's Leadership

The path coefficient from EWB to WL, which is 0.743 with $t = 14.173$, confirms that the quality of young women's leadership within the organization is primarily determined by the well-being of NA cadres. When members' physical, psychological, social, and career aspects are well managed, the energy, self-confidence, and resilience that are needed to assume and fulfill leadership roles tend to be possessed by them. In the context of Nasyiatul Aisyiyah, this means that the emergence of more adaptive and visionary female leaders is directly contributed to by psychosocial support programs, the management of cadres' workloads, and recognition of women's dual roles.

It is confirmed by these findings that the agenda for the strengthening of women's leadership cannot be separated from systematic efforts to improve the well-being of cadres. Affirmative efforts to promote women to leadership positions within NA will only be effective if they are built upon a foundation of a healthy work environment and cadre development.

4.2.2. The strategic role of women's leadership skills in strengthening innovation capability

The influence of women's leadership skills on innovation capability ($\beta = 0.602$; $p < 0.001$) shows that young women's leadership is a key driver by which the innovation capacity of NA's da'wah and empowerment programs is fostered. A

collective culture of innovation that is responsive to community needs can be better created by female leaders who are able to integrate progressive Islamic values with modern management practices—such as open communication, member empowerment, and participatory decision-making.

In practice, innovation capability in NA can take the form of the ability to design creative models for da'wah activities, sustainable community-based economic empowerment programs, or strategic collaborations with external partners. The literature, in which it is indicated that not only a symbolic but also a substantive impact on the quality of organizational innovation is had by the presence of women in leadership positions, is reinforced by these findings.

4.2.3. Synergy between employee well-being and women's leadership skills on innovation capability

A direct effect on innovation capability is had by employee well-being ($\beta = 0.308$; $p = 0.004$), but the indirect effect through women's leadership skills is greater (0.448), so a total effect of EWB on IC of 0.756 is resulted in. Partial mediation is shown by this pattern: innovation capability is enhanced by employee well-being both directly and through improved women's leadership quality.

Theoretically, this mechanism can be understood as a multi-layered process. First, members' cognitive and affective capacity to be creative, to experiment, and to take calculated risks is enhanced by high well-being. Second, a more supportive and collaborative organizational climate is fostered by well-being, by which women leaders are enabled to facilitate collaboration and to orchestrate innovative ideas into concrete programs. Thus, investment in the well-being of cadres and the development of women's leadership is not only important from a social welfare perspective but is also a core strategy by which an organization's innovative advantage is built.

4.2.4. Implications for Nasyiatul Aisyiyah and similar organizations

It is confirmed by these findings that NA's success in the maintaining of the sustainability and competitiveness of its programs is largely determined by how the agenda of improving cadres' well-being is integrated with the agenda of strengthening young women's leadership by the organization. When these two aspects work in synergy, the organization's innovation capability is significantly increased, by which NA is in turn enabled to respond to contemporary social challenges without compromising the Islamic values that are upheld by it.

5. CONCLUSION

This study concludes that, within the context of Nasyiatul Aisyiyah, a significant and strong influence on women's leadership skills, as well as direct and indirect effects on innovation capability, is had by employee well-being. Women's leadership skills were found to act as a partial mediator, by which the influence of employee well-being on innovation capability is strengthened; thus, the synergy between the two is a critical prerequisite for the enhancement of the organization's innovation capability. Good measurement and structural quality are demonstrated by the developed PLS-SEM model, with adequate values for the R^2 , Q^2 , and model fit indices. Overall, it is confirmed by these results that the well-being of cadres and young women leaders must be prioritized by strategies to strengthen NA's capacity, as the two main pillars by which sustainable social innovation is built.

6. LIMITATION AND IMPLICATION

6.1. Limitations

This study has several limitations that should be considered when the findings are interpreted.

First, the state of employee well-being, women's leadership skills, and innovation capability at a single point in time is captured by the cross-sectional research design that uses a survey approach; therefore, the dynamics of long-term causal relationships within Nasyiatul Aisyiyah cannot be explained by it. Second, representational bias may be introduced by the use of purposive sampling and the relatively small sample size (104 respondents), because the experiences of members who are

actively involved in innovative programs, rather than those of the entire NA membership, may be reflected by the results. Third, all variables were measured by self-report questionnaires, so the possibility of common method bias and social desirability bias is left open, despite preventive measures such as the ensuring of anonymity and the conducting of VIF tests. Fourth, a single socio-religious organization, namely Nasyiatal Aisyiyah, is focused on by this study; therefore, the generalizing of the findings to other organizational contexts, whether outside the Muhammadiyah environment or in the business sector, should be done with caution. Fifth, only employee well-being and women's leadership skills are included as predictors of innovation capability in the developed model; thus, other variables that may also influence the outcome—such as organizational culture, technological support, or institutional policies—are left unaccounted for in the analysis.

6.2. Implications

Theoretically, the literature on the role of employee well-being and women's leadership in the enhancement of innovation capability within social-religious organizations is reinforced by the results of this study. The development of JD-R theory and leadership theory is enriched by the finding that women's leadership skills and innovation capability are significantly influenced by employee well-being, and that this relationship is mediated by women's leadership, by which the context of young female cadres in da'wah organizations is incorporated. Furthermore, it is shown by the high R^2 and Q^2 values that a key mechanism by which organizational innovation capability is explained is served by the combination of these two constructs, so a foundation for further modeling that incorporates other contextual variables is provided.

Practically, several strategic implications for Nasyiatal Aisyiyah administrators at various levels of the organizational structure are offered by these findings. First, the strengthening of programs that support the well-being of cadres—such as through psychological counseling, workload management, the strengthening of social networks, and the enhancement of basic financial security—should be prioritized as a key investment so that the organization's da'wah and social performance is improved. Second, systematic women's leadership development programs, such as training in empathy, effective communication, participatory decision-making, and team management, need to be designed by the organization, because these skills have been proven to be a crucial link between members' well-being and innovation capabilities. Third, the findings of this study can be used by leaders so that policies and a work culture by which creativity, the courage to try new programs, and tolerance for reasonable failure are fostered are designed, by which the organizational environment is made more conducive to sustainable innovation. Fourth, for similar organizations outside NA, these findings can be used as a reference that not only individual resilience but also the organization's ability to adapt and innovate in addressing community needs is impacted by investment in the well-being of members and women's leadership.

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