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The Effect Of Female Leadership On Employee Performance In The Social Services Agency Of Gorontalo Province

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Article Information	Abstract
<p>Article history: Accepted 15-08-2025 Fixed 20-08-2025 Approved 31-08-2025</p> <p>Keywords: Female Leadership, Employee Performance</p>	<p>Abstract: Employee performance is a crucial aspect that must be taken seriously by every organization because performance reflects the organization's ability to compete and survive in a dynamic and changing environment. However, currently, the Gorontalo Provincial Social Service still shows indicators of employee performance that have not been fully achieved. This can be seen from the uneven quality of work, which is reflected in the discrepancy between employee performance and the established service standards. This research will be conducted at the Gorontalo Provincial Social Service, motivated by the continuing challenges in improving employee performance at the Gorontalo Provincial Social Service, which has implications for the optimization of public services in the field of social welfare. Based on the theory proposed by Sedarmayanti, there are five main performance indicators that can be used as a basis for identifying problems in this agency. The purpose of this study is to determine the influence of female leadership on employee performance at the Gorontalo Provincial Social Service. The research method used is quantitative research, through which the problems to be studied in each variable can be seen. The population of the study on "The Influence of Female Leadership on Employee Performance at the Gorontalo Provincial Social Service" was all 122 employees at the Gorontalo Provincial Social Service. The data was collected from questionnaires distributed to 30 employees who were the subjects of the study. The results of this study show that female leadership has a positive and significant effect on employee performance, with female leadership accounting for 51.2% of the effect and the remaining 48.8% being influenced by other factors not examined in this study at the Gorontalo Provincial Social Services Agency.</p>

Introduction

One element that determines an organization's success is employee performance, as each employee has different abilities in producing performance within the organization. There are a number of things that affect this, such as ability, knowledge, expertise, education, training, experience, and motivation. Performance is defined as the outcomes attained by individuals or groups inside an organization in compliance with their duties to accomplish organizational objectives. Prawirosentono (Ulfah et al., 2020) defines performance is defined as the output that a person or group within an organization may provide in line with their particular duties in order to accomplish organizational goals in a way that is morally, legally,

and ethically acceptable. In order to satisfy the aims, vision, and objectives of the organization, performance evaluation allows us to ascertain the degree to which an activity's targets and objectives have been met. Mangkunegara (Triyanti, 2019:93) states that the term performance comes from the word work achievement attained by an individual, namely the amount and quality of work obtained by an employee in terms of both quality and quantity, in carrying out tasks in accordance with the responsibilities assigned to them.

The factors that influence performance according to Siagian (Lusigita, 2017) are salary, work environment, organizational culture, leadership and motivation, discipline, job satisfaction, communication, and other elements. Hasibuan (Marjaya & Pasaribu, 2019) states that performance is a combination of three important factors, namely the talent and interests of workers, their capacity and willingness to accept explanations about their roles and job delegations, and their level of motivation, all of which play a role in their performance.

To achieve optimal performance, organizations need to pay attention to supporting factors such as leadership, including female leadership. The influence of female leadership on employee performance is becoming an increasingly important topic in organizational research, especially with the increasing involvement of women in leadership positions. Female leadership has the potential to increase employee motivation. Research conducted by Shape (Mayasari, 2016) shows that female leadership is more effective in strategic thinking, communication, motivation, fostering a healthy work environment, listening to subordinates' complaints, and analyzing current challenges. This shows that employee performance is positively influenced by female leadership, thereby maximizing organizational performance. According to feminist theory, female leadership is a type of gender equality that necessitates cooperation and support between men and women in order to succeed. The success or achievement of leadership is the result of the roles played by men and women, not necessarily from the leadership component from a particular gender perspective (Ernardi et al., 2023).

With rapid technological advancements, the role of women in leadership is not only recognized but increasingly vital for paving the way to a connected, inclusive, and sustainable future. Women's leadership is not merely a trend, but an urgent need to navigate the complex dynamics of the digital world (Abdussamad & Dunggio, 2024). In this context, female leadership can be a trigger for higher motivation among employees, especially when they respond positively to the more empathetic approach and support offered by female leaders (Utami & Astakoni, 2020). Research by (Agustini & Sari, 2023) adds that a combination of good leadership, a positive work environment, and discipline are strong determinants in improving employee performance, which can be influenced by a more participatory and supportive female leadership style. According to Kanter (Bahri et al., 2022), there are four factors that influence female leadership, namely:

a. Motherhood

Women are considered empathetic, attentive, and approachable when discussing personal issues. With this assumption, it is hoped that employees or subordinates who are facing problems will feel more comfortable talking to them.

b. High spirit

Based on this perspective, female leaders inspire their team members to work harder. The encouragement and motivation from positive female leadership behavior can guide all members to collaborate to achieve organizational goals.

c. The Pet

A female leader becomes a favorite to her subordinates, so they will take better care of her. This character is expected to admire men, but not to have relationships with them.

d. Firm

Leaders who adopt this Iron Maiden persona are considered firm and trapped in an overly loyal mindset. When a woman's position as an Iron Maiden is ignored, her colleagues stop showing empathy towards her when she faces difficulties.

This research will be conducted at the Gorontalo Provincial Social Service, motivated by the continuing challenges in improving the performance of employees at the Gorontalo Provincial Social Service, which has implications for the optimization of public services in the field of social welfare. One of the main problems faced by the Gorontalo Provincial Social Service is the uneven quality of employee performance, which is reflected in the discrepancy between employee performance and established service standards. Service standards, as stipulated in PANRB Regulation No. 15 of 2014, require work results that meet the elements of precision, data accuracy, timely completion, and service products that comply with procedures. Based on initial observations, it appears that employees are not yet fully capable of meeting the competency indicators for service standards, particularly in terms of technical ability, precision, and responsibility for the quality of work output. Failure to achieve these standards not only affects the image of public services provided by the agency, but also has the potential to compromise data validity and cause delays in the distribution of social assistance, which is a priority service for vulnerable communities.

Based on the theory proposed by Sedarmayanti (Firmansyah & Maria, 2022), there are five main performance indicators that can be used as a basis for identifying problems in this agency:

1. Work Quality, which describes the level of accuracy, neatness, and conformity of work results to predetermined standards. High work quality indicates technical competence and attention to detail.
2. Punctuality, which shows the extent to which employees can complete work according to a predetermined schedule. Punctuality reflects discipline and good time management.
3. Initiative reflects an employee's ability to take proactive action without waiting for instructions. Employees with high initiative tend to be more adaptive and solution-oriented.
4. Ability reflects the knowledge, skills, and attitude that employees possess in carrying out their work. These competencies can be developed through training and experience.
5. Communication refers to the effectiveness of conveying information, both verbally and in writing. Good communication facilitates coordination, collaboration, and understanding among team members.

So far, a number of previous studies have examined the influence of female leadership on employee performance. For example, research conducted by Ritonga & Tarigan (2015) at the Sub-Dolog Wil.IV Padangsidempuan Office showed that leadership has a positive and significant effect on employee performance. From the results of descriptive analysis, the leadership variables that most influence employee performance at the Sub-Dolog Wil.IV Padangsidempuan Office are when leaders involve subordinates in decision-making, set a good example for subordinates, and provide alternative solutions to problems for which there are no rules. Similarly, research conducted by Mayasari (2016) indicates that the performance of employees at PT. AIA Chandra Utama Agency Kupang is significantly impacted by the leadership style of women. Similarly, studies by Hasyim, (2022) and Ambarwati et al., (2023) demonstrate

that staff performance is significantly impacted by female leadership. In contrast, Bahri et al, (2022) discovered that while the leadership variable did not have a greater influence than other variables at the Panji sub-district office in Kutai Kartanegara Regency, it did have a somewhat positive impact on employee performance there. The purpose of this study is finding out if female leadership has an impact on worker performance at the Gorontalo Provincial Social Service is the aim of this study.

Method

This research was conducted at the Gorontalo Provincial Social Service Office located on Brigjen Piola Isa Street, South Dulomo, North District, Gorontalo City, Gorontalo Province. Based on the background and formulation of the problem regarding the influence of female leadership on employee performance, the research method used was quantitative research. Through this quantitative research method, the problems to be studied in each variable can be seen. According to Sugiyono (Rohman et al., 2023), quantitative research is a scientific approach used to collect data for the purpose of describing, proving, developing, and discovering knowledge and theories. This method aims to understand, solve, and anticipate problems faced in human life.

The population of the study on "The Influence of Female Leadership on Employee Performance at the Gorontalo Provincial Social Service" is all employees at the Gorontalo Provincial Social Service, totaling 122 people, consisting of 69 civil servants (ASN) and 53 non-permanent employees (PTT). According to Sugiyono (Rohman et al., 2023), the population in quantitative research is defined as the region of generalization made up of items or subjects with certain attributes and features that researchers apply to be examined and from which conclusions are then made. The sample in this study consisted of 30 employees of the Gorontalo Provincial Social Service from a population of 122 employees, representing 25% of the total population. This is based on Arikunto's statement (Rohman et al., 2023), that a sample is a portion of the population to be studied (sample research). Sampling must be carried out in such a way that a truly functional sample is obtained. If there are fewer than 100 subjects, then all subjects are sampled. If there are more than 100 subjects, then 10-15% or 20-25% are sampled, depending on the researcher's capabilities in terms of time, energy, and funds, as well as the narrow or broad scope of observation of each subject.

This study used questionnaire distribution, interviews, and observation as data gathering methods. Sugiyono asserts that observation is a complicated process made up of a number of biological and psychological processes (Zabrina et al., 2014:5). Interviews are employed as a data gathering method when researchers wish to carry out exploratory investigations to discover topics that require further investigation, according to Sugiyono (Zabrina et al., 2014:5). Arikunto (Sihotang et al., 2023) asserts that a questionnaire is a set of assertions that researchers employ to get data or information from respondents. Normality tests, t-tests, basic regression analysis, and coefficient of determination are among the data analysis methods employed in this investigation.

Headlines of the first analysis or discussion

1. Validity test

Validity testing is used to determine the suitability of items in a list of questions to define a variable. Validity testing should be performed on each statement item.

a) Female Leadership Variable (X)

A statement item is deemed legitimate according to validity testing if the calculated r exceeds the table r . With a value of $n=30$ and a significance level of 5%, the distribution of r -table values derived from the r table is 0.361. Therefore, it is possible to declare the statement items that were used to assess the validity of the Female Leadership (X) variable as valid.

b) Employee Performance Variable (Y)

Based on validity testing, a statement item is considered valid if the calculated r is greater than the table r . The distribution of table r values is obtained from the r table with a value of $n=30$ and a significance level of 5%, resulting in a table r value of 0.361. Thus, the statement items used to measure the validity of the Employee Performance (Y) variable can be declared valid.

2. Reliability Test**a) Female Leadership Variable (X)**

Based on the table above, the results of the reliability test using the Cronbach's Alpha technique for the Female Leadership (X) variable show that all Cronbach's Alpha reliability coefficient values are greater than 0.6 ($0.918 > 0.6$). This means that the statement can measure the Female Leadership variable with a very high coefficient level.

b) Employee Performance Variable (Y)

All Cronbach's Alpha reliability coefficient values are higher than 0.6 ($0.910 > 0.6$) in the reliability test conducted using the Cronbach's Alpha approach for the Employee Performance (Y) variable. This indicates that the statement has a very high coefficient level for measuring the Employee Performance (Y) variable.

3. Normality Test

The normalcy test's objective is to determine if or not the regression model between variables X and Y may be regularly distributed. In this investigation the normalcy test uses Shapiro-Wilk. According to Biu et al., (Ahadi & Zain, 2023) states that the Shapiro-Wilk test is more accurate when used for small samples or less than 30.

Table 1. Normality Test Results
Shapiro-Wilk

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Female Leadership	.186	30	.009	.911	30	.016
Employee Performance	.142	30	.124	.922	30	.030

a. Lilliefors Significance Correction

Source: Primary processed data 2025

The significance value, as determined by the normality test findings in Table 4.12 above, is 0.16, which is higher than 0.05. Consequently, the residual values can be described as having a normal distribution.

4. T-test

In order to determine if the independent and dependent variables are related, the t-test is utilized. The hypothesis's acceptance or rejection will be based on the following standards: H1 is accepted if the calculated $t > t$ table, while H0 is refused, indicating that the two variables have an effect; if the computed $t < t$ table, H0 is accepted and H1 is refused, indicating that the two variables do not have an effect. The following are the t-test results:

Table 2. T-test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	22.638	10.905	2.076	.047
	X	.713	.132	.716	.000

a. Dependent Variable: Y

Source: Primary processed data 2025

Based on the table above, it can be seen that the t-test result is t count 5.420 > t table 2.076, so H0 is rejected and H1 is accepted. This means that there is an influence between the two variables.

5. Simple Regression Analysis

To determine how female leadership affects employee performance at the Gorontalo Provincial Social Services Agency, a simple regression analysis will be conducted. The impact of female leadership on employee performance is examined using a straightforward regression analysis. The outcomes of the basic regression analysis exam are as follows:

Table 3. Simple Regression Analysis

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	22.638	10.905	2.076	.047
	Female Leadership	.713	.132	.716	.000

a. Dependent Variable: Employee Performance

Source: Primary processed data 2025

The following is an explanation of how to interpret the regression equation model:

1. The value of the Employee Performance variable is 22.638 if the Female Leadership variable is disregarded, as indicated by the constant value (a) of 22.638.
2. The Female Leadership variable has a Coefficient Value (X) of 0.713, which indicates that an increase of 1 unit in Female Leadership will result in a 0.713 rise in Employee Performance.

6. Determination Coefficient Test

The coefficient of determination, often known as R-squared, seeks to ascertain how much variable (X) contributes to variable (Y). The coefficient of determination (R²) value is displayed in the following table:

Table 4. Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716 ^a	.512	.495	6.445

a. Predictors: (Constant), Female Leadership

Source: Primary processed data 2025

The coefficient of determination (R^2) value derived from the aforementioned results was 0.512. According to this figure, employee performance at the Gorontalo Provincial Social Service is influenced by female leadership 51.2% of the time, with additional variables not covered in this study accounting for the remaining 48.8%.

Discussion of Research Results

Employee performance is the sum of the quantity and quality of the work that employees do. Performance achievements can be measured by setting achievements based on certain assessment standards set by the company. It is important for companies to know the performance of their employees in each period in order to obtain information on the results obtained, both in terms of the quality and quantity of output and the outcome of each employee (Daulay et al., 2019). Good performance at both the individual and organizational levels can serve as a controlling tool to assess the success of an organization. Sedarmayanti (Nasir et al., 2020) states that performance is the work results that can be achieved by workers, which includes the management process or the entire organization, where the results can be proven in terms of both quality and quantity.

According to the descriptive analysis, all respondents' responses fell inside the good criteria for the Employee Performance (Y) variable, which is made up of five indicators: Work Quality, Punctuality, Initiative, Ability, and Communication. This indicates that workers at the Gorontalo Provincial Social Service achieve the best possible job outcomes in line with the established goals. Organizational performance will be directly impacted by high personnel performance. Enhancing employee performance takes time and effort. Assessing the success of employee performance is crucial in addition to enhancing supervision and direction, and this may be accomplished through the role of capable leaders in running the organization. According to the results of each indicator, job Quality has the highest score (83.33%), indicating that the Gorontalo Provincial Social Service's job performance is in accordance with the defined quality. Meanwhile, the indicator with the lowest score is Initiative, at 79.66%, which means that employees still lack initiative in taking proactive actions without waiting for instructions. Employees with high initiative tend to be more adaptive and solution-oriented.

Performance is an important aspect in both government and private organizations, which will always strive to ensure that employees involved in organizational activities can deliver the highest possible performance in order to achieve predetermined goals. According to Anwar (Ritonga et al., 2015:83), employee performance is something that is used to assess work performance or organizational performance relatively by comparing the results of the tasks assigned during a certain period of time.

Good performance is created because of the role of leaders, where it is the duty of a leader to have the ability to exercise leadership and guide their subordinates. This is in line with the opinion expressed by Setiawan (Ritonga et al., 2015) that followers recognize or make reference to the general pattern of a leader's behavior. Leadership basically means how a leader acts, which is related to their ability to lead. This behavior usually forms a certain pattern or shape.

Leadership in an organization must be able to direct the work of its members to achieve goals. Effective leadership is believed to be able to unite, balance, and stimulate the potential of organizational resources so that they can compete effectively. According to Barnes (Mayasari, 2016), one aspect of a manager's job is to influence group and individual behavior in order to accomplish the intended outcomes. The abilities and character of the group manager determine whether the group's intrinsic and extrinsic needs are met.

The descriptive analysis found that all respondents' answers regarding the Female Leadership (X) variable, which consists of four indicators, namely Motherliness, High Spirit, The Pet (Beloved), and Firmness, were in the good category. This indicates that the more successful use of female leadership in the Gorontalo Provincial Social Service, the higher the performance of its employees will be. This is in line with the opinion expressed by Suyuti (Ritonga et al., 2015), where leadership is defined as the method of leading, directing, and influencing the thoughts, feelings, actions, and behavior of others to move towards a specific goal.

The results of each indicator show that the most influential indicator is motherhood, with a score of 84.66%. Motherly female leaders have a feminine and caring side, like a mother, so employees feel comfortable interacting with them. Meanwhile, the indicator with the lowest score is assertiveness, with a score of 81.06%. This means that female leaders must be more assertive in their leadership. An assertive attitude is needed to enforce discipline among employees in order to achieve optimal performance.

The focus of female leadership is on psychological and emotional aspects, which are recognized to possess traits like tenderness, emotional beauty, and motherliness. Research conducted by Shape (Mayasari, 2016) shows that female leadership is more effective in strategic thinking, communication, motivation, fostering a healthy work environment, listening to subordinates' complaints, and analyzing current challenges. This shows that employee performance is positively influenced by female leadership, resulting in maximum organizational performance, where female leadership has an influence of 51.2% and other elements not included in this study, such pay, that affect the remaining 48.8%, work environment, motivation, and discipline. This is consistent with the assertion according to Siagian (Lusigita, 2017) that the elements affecting performance are salary, workplace, corporate culture, motivation, and leadership, discipline, job satisfaction, communication, and other elements.

The results of the study found a substantial impact of Female Leadership on Employee Performance at the Gorontalo Provincial Social Service, which is in line with Rivai's statement (Hasyim, 2022) that leadership is one of the dimensions of compensation that greatly determines the performance or success of an organization. Leadership in an organization must be able to direct the work of its members to achieve its goals. Effective leadership is believed to be able to unite, balance, and stimulate the potential of organizational resources so that they can compete effectively.

Conclusion

It may be inferred from the research and discussion findings that staff performance at the Gorontalo Provincial Social Service is positively and significantly impacted by female leadership. Good leadership will affect the performance of workers at the Gorontalo Provincial Social Services Agency, according to the positive results. Female leadership had a 51.2% influence, while other factors not included in this study, like pay, work environment, organizational culture, motivation, and discipline, accounted for the remaining 48.8%.

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