

The Impact of Women Leadership and Decision-Making on Employee Performance with Servant Leadership Style as a Moderating Variable

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ABSTRACT

This study aims to examine the influence of women's leadership and decision making on employee performance, as well as the moderating impact of servant leadership style in the context of the food and beverage subsector manufacturing industry in the Greater Bekasi area. A quantitative approach was used with nonprobability sampling techniques, and data were analysed using Structural Equation Modelling (SEM), involving 219 respondents as research samples. The results showed that female leadership and decision making had a significant effect on employee performance. In addition, servant leadership style moderates the relationship between these variables, suggesting that the application of this leadership style can strengthen the positive impact of women's leadership and decision-making on employee performance. The practical implication of this study is the importance of women's leadership development and the application of servant leadership style in improving employee performance in the industrial sector under study

Keywords:

Women's Leadership,
Decision Making,
Performance
Employees and
Servant leadership
style

INTRODUCTION

The current era of globalization requires human resources to adapt quickly and effectively to changes that occur in various sectors of life. Human resources play a crucial role in the structure and operation of an organization or company. The success of a company can be measured by its ability to care for, manage, and utilize human resources as a very important aspect and is considered a valuable wealth of the company (Sarsono & Suseno, 2012). In the manufacturing sector, especially in the food and beverage subsector, employees are expected to continue to develop creativity and present products that provide benefits and high nutritional content for the community. Therefore, every employee needs to show a high level of accuracy. In Law No. 7 of 1996 concerning Food, which is the basis for fulfilling basic human needs as a human right of every Indonesian citizen in creating quality human resources to support national development. Quality human resources will result in high employee performance and can affect the achievement of good company goals (Regent et al., 2020).

Employee performance growth tends to be influenced by industry conditions, and data from the Central Statistics Agency (BPS) shows a growth trend that impacts the food and beverage (F&B) industry sector. According to BPS, the Gross Domestic Product (GDP) at constant prices of the F&B industry reached Rp209.51 trillion in the second quarter of 2020. This figure shows an increase of 4.62% compared to the same period in the previous year which reached IDR 200.30 trillion. Although the F&B industry still recorded growth, its position as the fourth largest growth among the processing industry subsectors in the second quarter of 2023. This growth was below the transportation equipment, basic metal, and electronics industries, which grew by 9.66%, 11.49%, and 17.32%, respectively.

It should be noted that the growth of the F&B industry slowed down in Q2/2023, continuing the trend that occurred in the previous quarter. The factors leading to this slowdown could involve various aspects, including changes in market demand, supply chain challenges, and the potential impact of overall economic conditions.

In this context, the impact of F&B industry growth on employee performance may be affected by business dynamics involving production volumes, changes in marketing strategies, and possible adjustments in company operations. Understanding these economic and industry factors can help companies and employees adapt to changing conditions. Employee performance is a crucial factor that affects the success of an organization.

According to Muis & Hasibuan, (2021), employee performance is the level of success of an employee in completing work. In this context, employee performance includes the extent to which the individual achieves or exceeds predetermined standards in carrying out their duties and responsibilities in the work environment. This level of success is not only reflected in the achievement of job objectives, but also in the quality of work, initiative shown, and positive contributions to the team or organization as a whole. Employee performance evaluations often involve assessing various aspects, including abilities, skills, attitudes, and positive impact on achieving organizational goals.

Jakarta, CNN Indonesia -- Google's parent company Alphabet will lay off 10,000 employees whose performance is poor. Reporting from the Independent, Wednesday (23/11), the company's new performance management system could help managers fire thousands of underperforming employees starting early next year. Alphabet experienced a 27 profit decline in the third quarter of 2022 compared to last year. Therefore, he urged employees to work even harder to increase productivity.

Seeing from the above problems, the decline in employee performance is seen from the profit received by the company in the third quarter. Many things can affect employee performance, including leadership, especially the ability of a leader to grow and develop the potential that exists within his employees. A good leader is a leader who can direct, organize, provide input and can be a good example to his employees, so that employees can work well according to their abilities.

According to Reza, (2010) states that leadership is a very important cause in improving employee performance due to the effectiveness of leadership in providing direction to all employee efforts in achieving organizational goals. Many things connect the individual's ability to lead with the biological aspects inherent in the leader, namely based on differences in the sex of men and women, this has resulted in the term gender inequality, the lack of representation of women as leaders makes organizations and institutions lack a woman's point of view, so that it also indirectly affects the preparation of policies that favor women and has an impact on the low gender equality index.

The Central Bureau of Statistics (BPS) noted that there are 2.82 million people 15 years and older who work in managerial positions. Managerial positions are strategic positions because they require the ability to make decisions. Of the 2.82 million workers in managerial positions, 33.08% were women. This number increased by 2.71% compared to the previous year which amounted to 30.37%.

The proportion of women in managerial positions still lags behind that of men at 66.2%. In fact, the position of women in managerial positions can show that they are able to fully participate and have equal leadership opportunities at work. Based on

the region, the proportion of female workers in managerial positions in urban areas is 33.1%. Meanwhile, in rural areas, the proportion of female workers who occupy managerial positions is 33.03%. As for the sector, the proportion of women in managerial positions is highest in the service sector, at 37.9%. The proportion of women with managerial positions in the industrial sector is 20.5%, while in the agricultural sector it is 20.08%.

A good female leader is a leader who must always pay attention and strive for the welfare of the group she leads, in many studies, the results shown, consider that women's leadership is minimal in terms of decision making, leaders who have experience and are trained in all fields, of course, will produce the right decision regardless of the gender of the leader. The trust of subordinates to their leaders is the reason they work optimally and voluntarily in what is needed according to their respective responsibilities. The higher the position of a leader in the company, decision making becomes the main task that must be done where a leader's decision making must be able to see the situation and conditions, both in dealing with problems, providing work, and job placement for subordinates. Decision making is usually done when a problem occurs, (Amanda, A, 2015).

Women occupy middle and senior managerial positions in a number of companies in Indonesia. However, according to the International Labor Organization (ILO), these positions are mostly in supporting fields. For example, 59% of companies place women as managers at that level in the field of finance and administration. Then, 45% in the field of human resources and 37% in the field of communication and public. Meanwhile, strategic fields and decision-making roles are still dominated by men. Only 17% of companies have female middle and senior managers in profit and loss, 18% in research and development, and 24% in general management.

Based on this data, it appears that middle and senior managerial positions in many companies are still dominated by men, especially in areas that play a role in strategic decision-making. This indicates a gender gap in opportunities to be involved in decision-making that is important to the direction and strategy of the company.

This gap can affect the dynamics of decision-making within the organization. Underrepresentation of women in strategic areas such as finance, research and development, and general management can reduce the diversity of perspectives and ideas in the decision-making process. As a result, companies may lose the potential for innovation and the discovery of more holistic and inclusive solutions.

In improving employee performance in addition to leadership and decision-making factors, it is necessary to have a leadership style, servant leadership style is considered capable of influencing employee performance because this leadership style positions a leader with an orientation towards his employees by providing services and attention to his employees so that his employees can form a person to be able to work harder and be able to achieve company goals.

Based on the data, that women as leaders in fields that are not really in decision making in a company. From the data and table above, researchers are interested in conducting research with the title "The Effect of Women Leadership and Decision Making on Employee Performance Moderated by Servant Leadership Style".

Based on the description of the background above, several problems can be identified, namely:

1. Limited representation of women in managerial positions
2. Challenges in improving employee performance

3. The need for effective and gender equality-minded leaders
4. The effect of servant leadership style on employee performance
5. Challenges in decision-making and the role of leaders

The purpose of this study is to evaluate and examine the impact of servant leadership on employee performance. In addition, this study aims to examine the effect of decision-making on employee performance, as well as the effect of servant leadership on employee performance. In addition, this study also aims to investigate the relationship between women's leadership on servant leadership, and decision making on servant leadership.

Literature Review & Hypotesis Developing

1. Women's Leadership

According to Suhartono, et.al, (2020), the concept used to describe women's leadership is social culture. Women's leadership focuses on emotional and psychological elements, which are known to have characteristics of being gentle, emotionally beautiful and motherly. Leadership is a universal phenomenon. In a person, a person's leadership will arise in order to facilitate himself. Because as a process of potential control and directing the soul to think and move (Burin & Manafe, 2022).

According to Kanter & Caballero, (2012) there are four factors that influence women's leadership, namely the mother, the pet, the sex object, and the iron maiden. The state of a woman who sometimes finds herself becoming a mother in a group or organization she participates in where she becomes a leader in the organization. The role of women as leaders of this mother type has a negative impact on performance: (1) the rewards given are not from the results of their own actions but are intended for the organization they manage, (2) the dominant aspect, expected as the good mother with her attitude that can distinguish and be critical is an indicator that can develop a positive work environment.

Women's leadership roles with the perception that the role of "sex object" is potentially a desirable sexual seductress, although the woman herself may not be aware of seductive behavior or can be an encourager for her environment. This seductress behavior can also cause problems in the organization.

This is the most cherished character that is cared for by employees as a comforting thing to show ability in female leadership. This character is also expected to be able to admire a male figure, but not to relate to men. A change in the current era where strong female roles are placed. In contrast to the previous three female roles. This iron maiden role is shown by a female leader with a competent style that is owned in a straightforward manner and wants to position themselves as equal to anyone. When they have a problem, it is different from the roles of seductress and pet. The operational definition of women's leadership consists of three main dimensions, namely sensitivity (making observations, discussing their own problems), and knowledge (sensitive to education and understanding problem solving) (Kanter & Caballero, 2012)

2. Decision Making

According to Siagian, (2020) states that decision making is a systematic approach to the nature of the alternatives faced and taking action which according to calculations is the most appropriate action. Meanwhile, research according to Putra (2020), decision making is a leadership action to solve problems faced in an organization that he leads by selecting one possible alternative in decision making.

Decision making should be understood in two senses, namely setting goals which are a translation of ideals and aspirations, and achieving goals through their implementation.

In making a decision, a leader both in determining something and solving problems requires relevant information that can support making the right decision, the essence of decision making lies in the formulation for choosing the right alternative. So it can be concluded that decision making is the result of action in making a decision from a variety of alternatives to achieve the desired goal. Decision making is also a process of deciding on a thought about a problem or problem by making a choice on one alternative among many alternatives based on certain considerations or criteria to achieve the desired goal.

3. Employee Performance

According to Torang, (2013) performance is the quantity and quality of the work of an individual or group in the organization in carrying out their main duties and functions based on norms, standard operating procedures, criteria and measures that have been determined or that apply in the organization. The term performance comes from the word job performance or actual performance (performance achievement or actual achievement achieved by a person). The definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, (Subekhi, A., & Jauhar, 2012).

4. Servant Leadership

For the first time, the term servant leadership was proposed by (Greenleaf, 2002) in his book Tahir, (2021), servant leadership is a leader who prioritizes service or is willing to serve his employees. The beginning of servant leadership starts with a natural feeling that arises from within a person who really wants to serve and also wants to serve first, then because of his choice to serve, it makes him want to become a leader.

Servant leadership aims to create an environment where team members feel supported, valued, and motivated to give their best. Servant leaders can inspire and empower team members to achieve common goals. This leadership style is often considered effective in building trust, increasing productivity, and improving team member satisfaction.

5. Previous Research

That has been conducted by previous researchers explains the results of the analysis, findings and implications. That women-led organizations (i.e., those with female CEOs and/or CFOs) outperform male-led organizations in terms of non-financial performance across family and non-family businesses (Chadwick, I. C., & Dawson, 2018). That there is a negative relationship between the number of women in upper management and several firm outcomes, including business volume, investment, total wage bill per worker, total employment, and turnover (Gagliarducci & Paserman, 2015). The negative relationship between authoritarian leadership and subordinate performance is stronger for female than for male leaders and that the positive relationship between good leadership and subordinate performance is stronger for male than for female leaders. female leaders are as effective as their male counterparts when they adopt the same leadership style (Stefanovic & Barjaktarovic, 2021). The role of women's leadership in business decision making can be carried out well, when the performance of the leader is able to accommodate subordinate

complaints, able to find problems, provide facilities for all needs, have the right strategy, able to provide motivation, create a comfortable work environment, discipline, and open. All of that can be applied when discrimination against women in the work environment is eliminated (Mauliyah, N. I., & Sinambela, 2019). The influence of leadership variables is not more dominant than other variables, but has a positive influence partially based on the sig value of variable x of 0.000 (Bahri, M. H., Surya, I., & Dama, 2022). Servant leadership style affects employee performance by 51%, and 41% is influenced by other variables, which are not included in this study (Al Amin, A., & Utami, (2021).

6. Hypothesis Development

Based on the explanation of the theoretical study, the following framework can be presented:

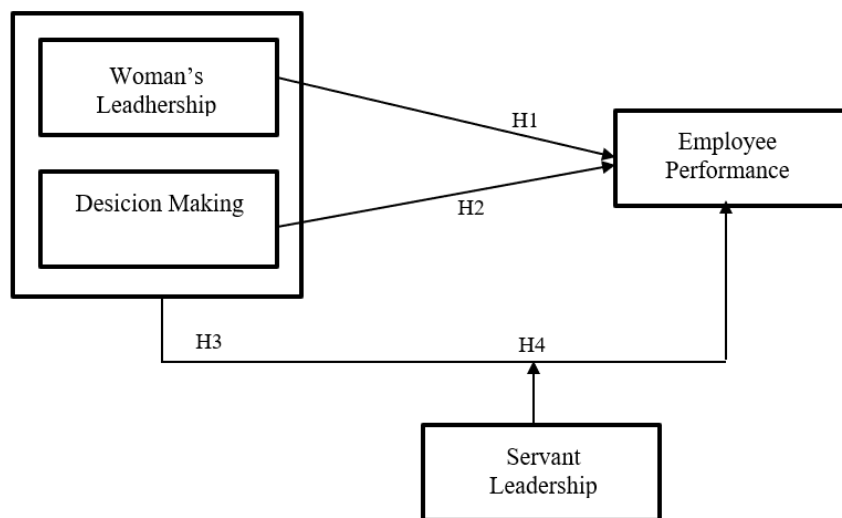


Figure 1 Conceptual Framework

The formulation of the hypothesis developed is as follows:

- H1 : There is an influence of woman's leadership on employee performance
- H2 : There is an influence of decision making on employee performance
- H3 : There is an influence of woman's leadership and decision making on employee performance
- H4 : There is an influence of women's leadership and decision making on employee performance moderated by Servant Leadership.

METHOD

The use of quantitative analysis methods in this study aims to understand the impact of women's leadership and decision-making on employee performance, considering moderation by servant leadership style. This research was conducted in the manufacturing sector, especially the food and beverage subsector in the Greater Bekasi area. The analysis used the Structure Equation Modelling (SEM) method.

This study has in detail described the research variables and their indicators, which are used as the basis for designing question items or statements in the questionnaire. The Likert scale is used to assess respondents' responses to these questions or statements, with the following format:

Tabel 1 Likert Scala

No	Statement	Score
1	Strongly Agree	5
2	Agree	4
3	Undecided/Neutral	3
4	Disagree	2
5	Strongly disagree	1

This study utilized the Nonprobability Sampling method by applying a proportional Stratified Random Sampling technique. A total of 219 respondents were taken as samples in this study. Data analysis was carried out using the Structural Equation Modelling (SEM) model.

RESULTS AND DISCUSSION

Based on the results of distributing questionnaires to 219 people, the following table respondents are presented

Table. 2 Statistic Respondent

Statistics		Gender	Job Status	Age	Education
N	Valid	219	219	219	219
	Missing	0	0	0	0
Mean		1.4749	1.3790	1.8174	2.0000
Median		1.0000	1.0000	2.0000	2.0000
Std. Deviation		.50051	.48625	.72534	1.08788
Variance		.251	.236	.526	1.183

Source: Research Data, 2024

According table 2. explains the statistical average answer from respondents has the same each variable has a standard deviation value that is lower than the mean value, it can be concluded that all questionnaire items have a high level of fit and can be analyzed and processed further.

Furthermore, the validity test is carried out on each variable. The validity test is carried out by calculating the correlation coefficient (r) of each indicator in the questionnaire with the total, (Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson, 2014). An indicator is said to be valid if its factor weight coefficient is statistically equal above 0.05. Below are presented the results of the validity test of the 5 variables used in the study as follows:

1. Validity test

Based on Validity test Result, it shows that all indicators used in this study have a correlation coefficient greater than the r -table for the value of n -200 respondents with a df value of 198, which is 0.116. Thus this shows that all indicators as a measure of each variable construct are valid.

2. Reliability Test

Reliability is a measure of the internal consistency of the indicators of a variable that shows the variables formed in general, by testing the reliability of the composite (construct) and the variance extracted. The minimum limit value of construct reliability is 0.70, while the minimum limit value of the variance extracted is 0.50, (Bagozzi, R.P., Yi, Y., and Phillips, 1991). The construct reliability value of each female leadership style variable is 0.863; Decision Making is 0.772; Servant Leadership Style is 0.721; and Employee performance is 0.709, meaning that all variables are reliable. All variable indicators have a construct reliability factor loading value ≥ 0.5 so that all have

good validity. The Variance Extracted value for all indicators is above ≥ 0.5 . Therefore, all indicators have good reliability.

3. Normality Test

The test for multivariate outliers is carried out using the mahalanobis distance criterion, at the mahalanobis distance level it is evaluated at a free degree equal to the number of indicators used in the study, which is 76 indicators. The criterion used at the $p < 0.001$ level. The distance is evaluated using X2 at a free degree equal to the number of measured variables used in the study, then using the excel 2010 program with the formula $=CHIINV(P,df)$, or if you enter the number the result $=CHIINV(0.001,76)$ is 119.86, meaning that all data / cases greater than 119.86 are multivariate outliers. From the AMOS results, it can be seen that there is no data greater than this value.

4. Multicollinearity Test

The assumption of multicollinearity requires that there is no large correlation between the two independent variables. The correlation value between the observed variables is not allowed to be 0.9 or more. None of the observed variables has a correlation coefficient of 0.9 or more, so all variables do not contain symptoms of multicollinearity.

The results of the Structural Equation Modelling test obtained the model as shown below:

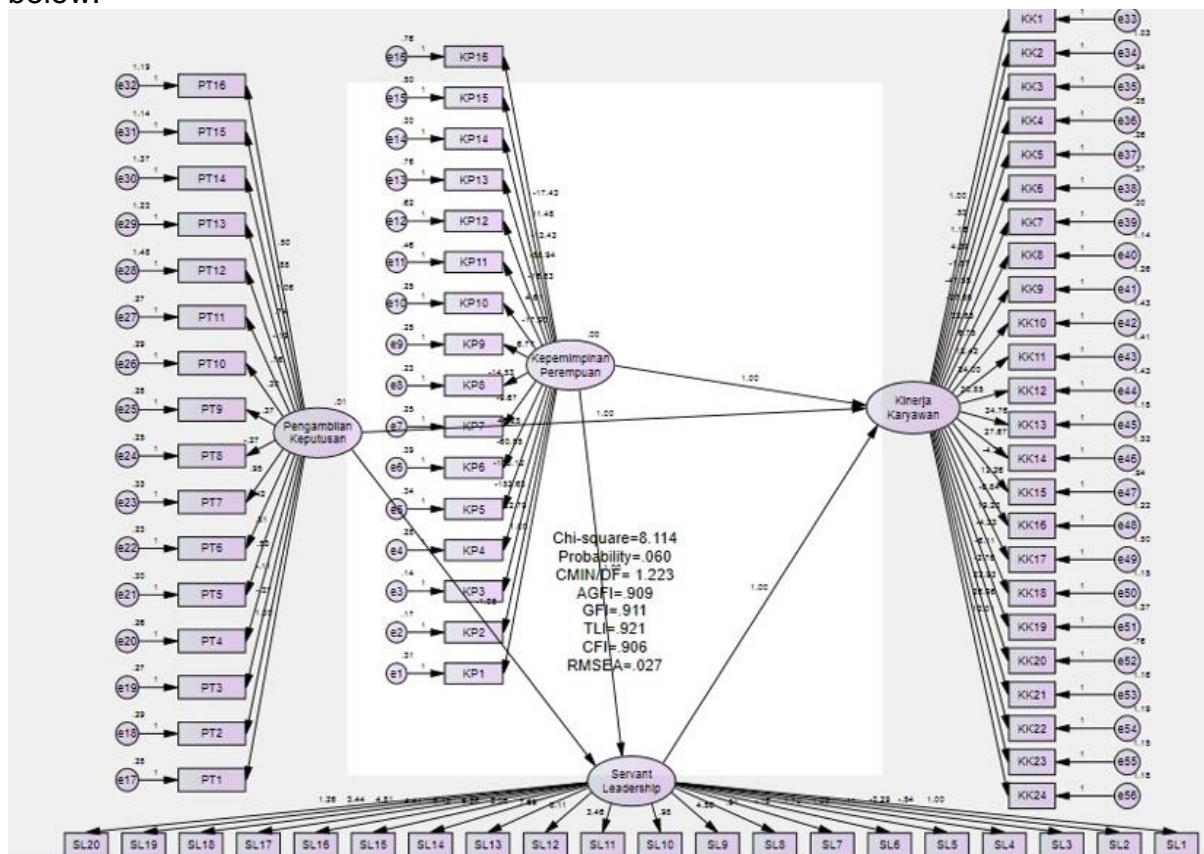


Figure 2. Full model

The results of the model analysis obtained have met the Goodness of fit Measures (GoF) so that it can be said that the model obtained from the comparison between the data and the model is good, this can be seen based on the following criteria:

Table 3. Result of *Goodness of Fit Model Analysis*

Goodness of fit Index	Cut-off value	Default model	Evaluasi model
Chi Square		8.114	
Probability	$\geq 0,05$	0.060	Good Fit
CMIN/DF	$\leq 2,00$	1.223	Good Fit
GFI	$\geq 0,90$	0.911	Good fit
AGFI	$\geq 0,90$	0.909	Good Fit
TLI	$\geq 0,90$	0.921	Good Fit
CFI	$\geq 0,90$	0.906	Good Fit
RMSEA	$\leq 0,08$	0.027	Good Fit

Source: Research data with SEM AMOS

Based on table 3 shows that in general it meets the requirements in the Goodness of Fit model test. This means that the model built from this research is appropriate, so accurate conclusions can be drawn.

Table 4 Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Servant Leadership	<---	Woman Leadership	7.685	2.306	3.332	***	par_1
Servant Leadership	<---	Decision Making	8.063	2.419	3.334	***	par_2
Employee Performance	<---	Woman Leadership	6.559	1.997	3.284	.001	par_3
Employee Performance	<---	Decision Making	4.408	1.428	3.086	.002	par_4

Source : Research Data, 2024

Based on Table 4, the regression estimate is used as the main reference for conducting hypothesis testing in this study. The test criterion is to reject HO if the Critical Value CR value is 1.967 or the p value is less than equal to 0.05. The test results for all hypotheses in this study are as follows:

5. Hypothesis Testing 1

H1 : There is an influence of Women's Leadership on Employee Performance
 Results: Women's Leadership has a positive and significant influence on Employee Performance. The C.R. value is $3.284 > 1.967$ and the p value is $0.01 < 0.05$.
 Then H1 is accepted so it can be concluded that the hypothesis is positive and significant.

6. Hypothesis Testing 2

H2 : There is an influence of decision making on employee performance
 Results: Decision making has a positive and significant effect on Employee Performance. The C.R. value is $3.086 > 1.967$ and the p value is $0.002 < 0.05$.
 Then H2 is accepted so that it is positive and significant

7. Hypothesis Testing 3

H3 : There is an influence of woman's leadership and decision making on employee performance
 Result : Woman's leadership and Decision Making has a positive and significant effect on Employee Performance. The results of the effect of woman's leadership and decision making on employee performance, have a value of 0.000 less than 0.005, in this case that the hypothesis is positive and significant.

TABLE 5 Direct Effects (Group number 1 - Default model)

	Employee performance
Women's Leadership	.000
Decision-making	.000

Then H3 is accepted so that it is positive and significant

8. Hypothesis Testing 4

H4 : There is an influence of women's leadership and decision making on employee performance moderated by Servant Leadership

**TABLE 6 Standardized Indirect Effect
Indirect Effects (Group number 1 - Default model)**

	Servant Leadership
Women's Leadership	.018
Decision-making	.000

Result: Based on the indirect effect table, it can be calculated that the effect of employee performance is moderated by servant leadership, there is an effect of female leadership (0.018) and the effect of decision making (0.00), so that $0.018 \times 0.000 = 0.001$. This means that servant leadership is a moderating variable for the effect of women's leadership and decision making on employee performance.

Then H4 is accepted so that it is positive and significant

Discussion

Based on the findings of the analysis and statistical tests, it was found that female leadership, decision making, and servant leadership have a positive and significant influence on employee performance. The coefficient values of these influences are 3.284, 3.086, 3.270, and 3.332, respectively. Women's leadership, often characterized by a different leadership style, is more collaborative, empathic and supportive. This creates a more inclusive and supportive work environment, encouraging employees to give their best. Quick, precise and timely decision-making by leaders has a positive impact on employee performance. Leaders who are able to make good decisions can steer the team towards achieving goals efficiently. In addition, servant leadership practices create an inclusive and supportive work environment, where employees feel valued and supported by their leaders. This encourages employees to feel motivated and dedicated in carrying out their tasks. High engagement, listening skills, and a tendency to promote collaboration and participation make women leaders effective models for the application of servant leadership principles. The leader's ability to make quick, appropriate, and fair decisions also tends to earn the trust and respect of team members. This creates an inclusive and supportive work environment, where employees feel supported in facing challenges and making difficult decisions.

The Goodness of Fit Model analysis shows that the model built from this study meets the Goodness of Fit criteria, such as Chi Square, Probability Chi-Square, RMSEA, NFI, PNFI, GFI, and AGFI. This confirms that the developed model is reliable and accurate in explaining the relationship between variables in this context. Thus, these findings suggest that Women Leadership, Decision Making, and Servant Leadership can be the focus of companies to improve employee performance. The implication is that companies need to pay special attention to the development and

implementation of these practices in their leadership culture and practices. This can have a positive impact on employee performance and overall organizational well-being.

CONCLUSION

Based on the results of the Structural Equation Modelling (SEM) analysis in this study, the following conclusions are The Effect of Women's Leadership on Employee Performance. Hypothesis testing results show that women's leadership has a positive and significant influence on employee performance. This confirms that a more collaborative and supportive female leadership style can improve employee performance. The Effect of Decision Making on Employee Performance. The construct test results show that decision making also has a positive and significant influence on employee performance. This confirms that the ability to make appropriate and effective decisions can positively affect employee performance. The Effect of Servant Leadership on Employee Performance. The results of the analysis show that the application of servant leadership also has a positive and significant effect on employee performance. A leadership style that focuses on service and attention to employee needs can help improve their performance. The Effect of Women's Leadership on Servant Leadership. Based on the test results, female leadership also has a positive and significant effect on servant leadership. This indicates that women's leadership tends to encourage or facilitate the application of servant leadership style in organizations. The Effect of Decision Making on Servant Leadership. The results of the analysis also show that decision making has a positive and significant effect on servant leadership. This confirms that the ability to make good and appropriate decisions can also support the implementation of the servant leadership style in the organization. The model generated from this study meets the goodness of fit criteria, indicating that the model has a good level of fit with the data. Thus, the results of this study can be a basis for companies, especially in the food and beverage sector in the Greater Bekasi area, to consider the importance of women's leadership, making the right decisions in order to improve employee performance. In addition, moderation of servant leadership style is a reinforcing factor in supporting women's leadership in decision making to improve performance and business sustainability.

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