

The Impact of Leadership Style, Work Environment, and Organizational Culture on the Performance of Sub-district Employees in Tasikmalaya Regency

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Abstract– This research aims to analyze the influence of leadership style, work environment, and organizational culture on job performance. The study was conducted among district employees in Tasikmalaya Regency. Sampling was carried out using a proportional random sampling technique, involving 100 respondents across 39 districts. Data were collected via a Likert-scale questionnaire and analyzed using path analysis with SPSS version 26. The descriptive results indicate that work environment, organizational culture, and job performance fall into the "good" category, while leadership style is categorized as "very good." Furthermore, the study finds that leadership style, work environment, and organizational culture, both partially and simultaneously, have a positive and significant effect on performance.

Keywords: Leadership Style, Work Environment, Organizational Culture, Performance.

I. INTRODUCTION

Employee performance constitutes a fundamental determinant in the achievement of success for both private and public sector entities. Within the realm of public administration, the efficacy of the State Civil Apparatus (ASN) assumes a strategic significance, as it is intrinsically correlated with the caliber of public services rendered to the populace. Consequently, the government is mandated to deliver professional and high-quality services, effective, efficient, and accountable services, so that improving the performance of the apparatus is a must that cannot be ignored.

Various policies have been implemented by the government in order to improve the performance of ASN, one of which is through the implementation of a performance assessment system based on Employee Performance Goals (SKP) which is integrated in the BKN e-Performance application. However, based on ASN performance assessment data in West Java Province in 2022–2023, there are still a number of employees with the category of sufficient, lacking, and even very poor performance, including in Tasikmalaya Regency. This condition shows that the improvement of the performance of the apparatus has not been fully optimal and still requires serious attention, especially in government work units that are directly facing the community.

The sub-district government as a regional apparatus has a strategic role as the spearhead of the implementation of government and public services at the regional level. The performance of sub-district employees is a critical determinant in the successful delivery of government functions and regional governance, development, and service programs to the community. The low performance of sub-district employees can have an impact on slow service, low community satisfaction, and decreased public trust in local governments.

The performance of the apparatus is subject to the influence of numerous determinants, including leadership style and the work environment. Leadership in the organization plays an important role in organizing, fostering, and coordinating all activities. Thereby, facilitating the effective realization of organizational goals. This role is inseparable from the leader's personal character, but the most important thing is the ability to carry out the main tasks and leadership functions consistently. Human resource development is essentially a process of coaching, supervising, and controlling management that is planned to enhance the performance of the apparatus, it is imperative to implement measures that contribute to the realization of effective governance.

In conjunction with leadership, the organizational milieu serves as a vital determinant in



augmenting the efficacy of the state apparatus. The government is established to render services to the populace; consequently, the provision of sufficient facilities and infrastructure, in both quantitative and qualitative dimensions, emerges as a principal supportive element. Work facilities such as workspaces, equipment, operational vehicles, buildings, and other facilities function to support the smooth work process. However, there are still facilities and infrastructure that are not optimal due to unsuitable or damaged conditions. The work environment also includes relationships between employees, which affects work comfort and effectiveness. The work environment is defined as everything around the worker that can affect the performance of tasks [1]. A safe, comfortable, and conducive work environment, both physically and non-physically, will create calm and improve the performance of the apparatus [2].

Based on the Annual Performance Report of the Sub-district in Tasikmalaya Regency, the strategic issues faced are still related to the quality of human resources of the apparatus, especially organizational culture. The work values of the apparatus that should be service-oriented, accountable, competent, integrity, and collaboration have not been fully implemented. This condition has an impact on the implementation of work programs, administration, and the quality of public services. Therefore, leadership is needed that is able to build a strong organizational culture through effective communication and informed decision-making. Conflicts that arise in the organization can be used as a means of evaluation and encouragement to improve the performance of the apparatus in a sustainable manner.

Numerous prior investigations have demonstrated that the performance of employees is contingent upon a variety of factors, which encompass leadership style, work environment, and organizational culture. Scholarly inquiries into leadership style have revealed that effective leadership possesses the capacity to inspire employees, guide work behavior, and promote the attainment of organizational objectives. Concurrently, a favorable work environment, encompassing both physical and non-physical aspects, has been substantiated to enhance employee comfort, morale, and overall productivity. Furthermore, a robust and affirmative organizational culture functions as a framework for employee conduct within the workplace and cultivates work values that bolster organizational performance.

Although much research has been done on the effects of leadership style, work environment, and company culture on how employees perform, most previous research has focused on provincial, district/city, or private sector organizations. Research that specifically examines these three variables simultaneously in sub-district employees, especially in Tasikmalaya Regency, is still relatively limited. In addition, the dynamics of changes in the ASN performance appraisal system and the increasingly complex demands of public services require a more contextual and up-to-date empirical study. This research introduces a novel perspective by investigating the impact of leadership style, work environment, and organizational culture on the performance metrics of sub-district employees within the framework of local government and the contemporary ASN performance evaluation system.

Based on the aforementioned elucidation, the inquiries inherent in this research can be articulated as follows: (1) What are the characteristics of leadership style, work environment, organizational culture, and the performance metrics of sub-district employees within the jurisdiction of Tasikmalaya Regency? (2) In what manner do leadership style, work environment, and organizational culture exert partial effects on the performance outcomes of sub-district employees in Tasikmalaya Regency? (3) What is the cumulative impact of leadership style, work environment, and organizational culture on the performance of sub-district employees in Tasikmalaya Regency when considered collectively?

In accordance with the problem's definition, the aim of this article is to examine how leadership style, work environment, and company culture impact the effectiveness of employees in sub-districts, both partially and simultaneously. In addition, this study aims to provide an empirical overview of the leadership conditions, work environment, and organizational culture at the sub-district office in Tasikmalaya Regency.

The hope to be achieved from writing this article is the availability of empirical evidence that can be a basis for consideration for local governments, especially sub-district leaders, in formulating policies and strategies to enhance worker productivity. Consequently, the findings of this research are anticipated to significantly contribute to the realization of effective governance and the enhancement of public service quality.

From a scientific perspective, this inquiry aims to yield benefits by augmenting the body of



knowledge in the domain of public sector human resource management, particularly with regard to the performance metrics of civil servants operating at the sub-district level. Furthermore, the outcomes of this research may serve as a valuable reference for forthcoming scholars who wish to explore analogous variables within diverse contexts and methodological frameworks.

II. LITERATURE REVIEW

2.1 Leadership Style

Leadership style is the behavior or way that leaders choose and use in influencing the thoughts, attitudes, and behaviors of the members of their subordinate organizations [3]. Leadership style is the leader's behavior pattern in influencing his followers, the definition of leadership style here is dynamic, it can change depending on followers and the situation [4].

An effective leadership style can be successful if a leader is able to apply a situational leadership style and is willing to listen to his subordinates selectively based on good knowledge and accountable studies [5]. Meanwhile, leadership style constitutes a manifestation of the leader's strategic orientation towards leadership. It embodies the leader's predilections, core values, and convictions regarding the optimal methods for effectively guiding and influencing individuals. A multitude of leadership styles exists, each possessing the potential to shape the dynamics, productivity, and cultural framework within an organization or collective in various consequential manners [6]. Indicators of leadership style [7] are:

1. Decision Making Ability

Decision making is a systematic approach to the alternative nature faced and taking actions that according to calculation are the most appropriate actions;

2. Motivational Ability

Motivational ability is a driving force that results in an organizational member willing and willing to mobilize his ability (in the form of expertise or skills) his energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and various objectives of the organization that have been predetermined;

3. Communication Skills

Communication is the ability or ability to convey messages, ideas or thoughts to others with the aim that the other person understands what is meant well, directly verbally or indirectly.

4. Ability to Control Subordinates

A leader has the desire to get others to follow his or her wishes by using personal power or office power effectively and in place for the long-term benefit of the company. This includes telling others what to do in a tone that varies from firm to asking or even threatening.

5. Ability to Control Emotions

Emotions The ability to control emotions is very important for the success of our lives. The better our ability to handle emotions, the easier it will be for us to achieve happiness.

2.2 Work Environment

A person in work is not only about material or salary which is the main focus, but there are many factors that can make an employee stay in the company. One of them is because it has a comfortable work environment. The work environment is a dimension of space where an employee's work activities occur that can affect the psyche because every situation he faces that needs to be considered by the company includes, monotonous work, fatigue, and boredom at work [8]. The work environment is a factor around employees that influences employees in carrying out their work [9]. The working environment is "an entirety" which comprises the totality of forces, actions, and other influential factors that are currently and, or potentially contending with the employee's activities and performance" [10]. Indicators of the work environment [8], include:

1. Workplace lighting.

Good lighting will affect employees in completing their work faster and productivity levels will increase. On the other hand, insufficient lighting causes reduced employee vision so that it will affect the completion process to take longer than employees who are given sufficient lighting.

2. Temperature/temperature level in the workplace.

It is the temperature level in a workspace or in the environment around the employee is active. A good environment is able to have a temperature that is in accordance with its standards, where the Ministry of Health states that the temperature standard in the



workplace ranges from 18°-28°C so that it does not interfere with employees at work.

3. Air circulation in the workplace.

The availability of sufficient air ventilation so that each employee can breathe oxygen (O₂) and release Carbon dioxide (CO₂) so that employees still feel the freshness of the room and are able to survive while doing their respective jobs.

4. Noise at work

Long-term annoying noise impacts the health of the hearing and can disrupt employees' peace of mind at work.

5. Bad smell at work

Unpleasant smells become a nuisance at work, if not resolved immediately, it can interfere with concentration at work. The use of air conditioners with the right fragrance can be one of the most appropriate solutions.

6. Color scheme in the workplace

It is part of the work environment that is able to affect the completion of employee tasks. Color scheme in the workplace has a great influence on a person's feelings which can generate work morale.

7. Workplace decoration

This indicator deals with coloring, layout, and customized fixtures to beautify the room so that employees feel comfortable while working.

8. Music at work

Music can reawaken the spirit of work, therefore in music playback it should be chosen selectively.

9. Security

A company will make rules for all human resources that must be considered together in order to create safety while working, both rules for the use of equipment for environmental safety and safety for the goods owned by employees so that it is ensured that there are no malicious people in the company.

10. Relationships in work

It is an environmental state related to the relationship between employees and their superiors or others, from the interaction between superiors and employees and fellow colleagues that is good to the benchmark for a conducive work relationship. Therefore, a leader and subordinate need to create and maintain good relationships for the progress of a company.

2.3 Organizational Culture

Organizational culture is the values that human resources hold in carrying out their obligations and behaviors in the organization [11]. Furthermore, organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have been in force for a long time agreed upon and followed by members as a guideline for behavior and solving organizational problems [12]. Meanwhile, "organizational culture is defined as the norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in the organization's activities in producing products, serving consumers, and achieving organizational goals" [13]. "Organizational culture is a shared perception of members of the organization" [14]. Characteristics that affect organizational culture [11], include:

1. Innovative risk accounting

That every employee will pay sensitive attention to any problems that may risk losses to the organization as a whole.

2. Paying attention to each issue in detail

Describe the precision and meticulousness of employees in carrying out their duties.

3. Outcome-oriented

A manager's supervision of his subordinates is one of the managers' ways to direct and empower them. Through this supervision, the goals of the organization and the group and its members can be described.

4. Oriented to all employee interests.

One of the success or performance of the organization is determined by the team work, where teamwork can be formed if the manager can supervise his subordinates well

5. Aggressive at work

High productivity can be produced if the performance of employees can meet the standards needed to perform their duties. Good performance is intended, among others, skills and skills that can meet productivity requirements and must be followed with high discipline and work.



6. Maintain and maintain work stability

Employees must be able to maintain their health conditions so that they remain in excellent condition, this can only be fulfilled if you regularly consume nutritious food based on the advice of nutritionists.

2.4 Employee Performance

"Employee performance is a means to get better results from organizations, teams and individuals by understanding and managing performance within the framework of goals and standards, and agreed attribute requirements" [15]. "Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" [16]. Meanwhile, "employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" [14].

Performance indicators are tools to measure the extent to which employee performance is achieved [14]. Here are some indicators to measure employee performance.

7. Quality of Work

The quality of work can be described from the level of good and bad results of employees in completing the work as well as the ability and skills of employees in doing the tasks assigned to them.

8. Quantity

Quantity is the amount produced expressed in terms of the number of units, the number of completed activity cycles.

9. Punctuality

Punctuality is the level at which activities are completed at the beginning of the stated time, seen from the point of view of coordination with the output results and maximizing the time available for other activities.

10. Effectiveness

Effectiveness here is the level of use of organizational resources (energy, money, technology and raw materials) maximized with the intention of increasing the results of each unit in the use of resources.

11. Independence

Independence is the level of a person who will later be able to carry out his work functions without receiving help, guidance from or supervisors.

III. RESEARCH METHODS

This investigation employs a quantitative methodology characterized by descriptive and verifiable techniques. The data used consisted of primary data obtained through the distribution of questionnaires to respondents as well as secondary data sourced from agency performance reports and other supporting documents. The research instrument was in the form of a closed questionnaire prepared based on variable indicators of Leadership style, work environment, organizational culture, and employee performance, with measurements using a five-level Likert scale.

The research population is all State Civil Apparatus (ASN) in sub-district offices in Tasikmalaya Regency which totals 448 people and is spread across 39 sub-districts. The sample was calculated by applying the Slovin formula, utilizing a margin of error of 10%, resulting in a total of 100 participants selected. The sampling technique used is proportionate random sampling, so that each sub-district is proportionally represented.

Data analysis was conducted utilizing SPSS version 26, encompassing descriptive statistical analysis and path analysis to evaluate the impact of leadership style, work environment, and organizational culture on employee performance, both in isolation and in conjunction. The validation of hypotheses was performed through the application of the t-test and the F-test.

IV. RESULT AND DISCUSSION

Results

The research data was obtained through the distribution of questionnaires to respondents. Furthermore, the data was analyzed based on respondents' responses, the results of which can be seen in Table 1.

Table 1. Path Coefficients

		Coefficientsa				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.435	3.532		3.238	.002
	X1	.155	.064	.222	2.423	.017
	X2	.108	.052	.173	2.082	.040
	X3	.377	.066	.494	5.731	.000

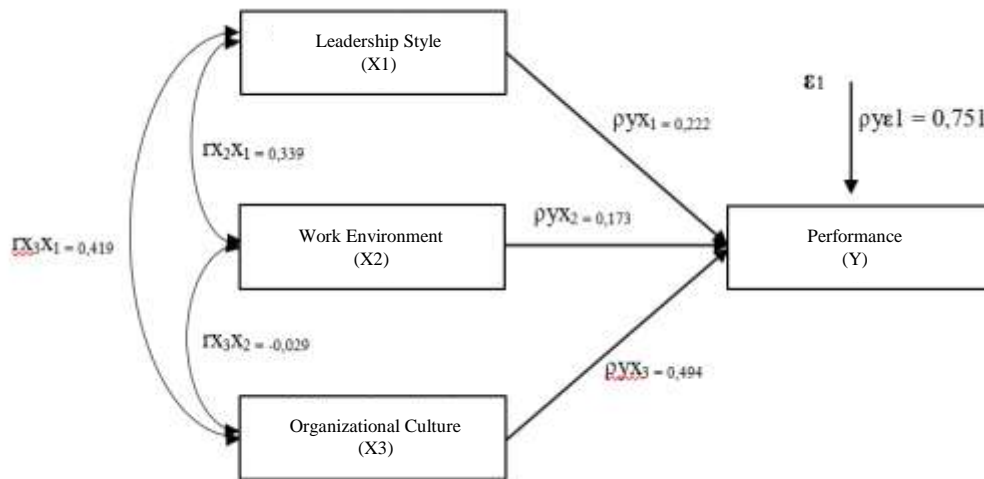


a. Dependent variable: Y

Source: Author data processing with SPSS, 2024

According to Table 1, the importance value associated with the leadership style variable is 0.017, that of the work environment is 0.040, and the significance for organizational culture registers at 0.000. The R Square value for the regression model encompassing leadership style, work environment, and organizational culture is identified as 0.436. The t-value computed for the leadership style variable is 2.423, while the work environment yields a t-value of 2.082, and organizational

culture presents a t-value of 5.731. The beta standard coefficient for the leadership style variable is quantified at 0.222, in contrast to the work environment, which is assessed at 0.173, and the organizational culture was 0.494. For data on correlation coefficients and path coefficients, see Figure 1.



Source: Primary Data processed with SPSS, 2024.

Figure 1. Path Analysis Model

Based on the magnitude of direct and indirect influence on dependent variables, both directly and

directly with reference to the correlation coefficient and path coefficient, it's illustrated in Table 2

Table 2. Direct and Indirect Relationships Between Variables

Hubungan	Equations	Path Coefficient Values	Big Influence
The Influence of Leadership Style on Employees Performance			
Direct Influence	$(0,222)^2$	0,049	4,9%
Indirect Influence through X2	$(0,222)(0,339)(0,173)$	0,013	1,3%
Indirect Influence through X3	$(0,222)(0,419)(0,494)$	0,045	4,5%
Total	$0,049+0,013+0,045$	0,107	10,7%
The Influence of the Work Environment on Employee Performance			
Direct Influence	$(0,173)^2$	0,029	2,9%
Indirect Influence through X1	$(0,173)(0,339)(0,222)$	0,013	1,3%
Indirect Influence through X3	$(0,173)(-0,029)(0,494)$	-0,002	-0,2%
Total	$0,029+0,013-0,002$	0,04	4%
The Influence of Organizational Culture on Employee Performance			
Direct Influence	$(0,494)^2$	0,244	24,4%
Indirect Influence through X1	$(0,494)(0,419)(0,222)$	0,045	4,5%
Indirect Influence through X2	$(0,494)(-0,029)(0,173)$	-0,002	-0,2%
Total	$0,244+0,045-0,002$	0,287	28,7%



Grand Total	0,107+0,04+0,287	0,434	43,4%
Residual	1-0,434	0,566	56,6%

Source: Author Data Processing with SPSS, 2024

4.1 Detailed Breakdown of Influences

Based on Table 2, the magnitude of the influence between leadership style variables on direct performance is 4.9%. The magnitude of the influence of leadership style on performance through the work environment is 1.3%. The magnitude of the influence of leadership style on performance through organizational culture is 4.5%. The total influence of leadership style on performance, both directly and indirectly, is 10.7%.

The magnitude of the influence between work environment variables on direct performance was 2.9%. The magnitude of the influence of the work environment on performance through leadership style is 1.3%. The magnitude of the influence of the work environment on performance through organizational culture is -0.2%. The total influence of the work environment on performance, both directly and indirectly, is 4%.

The magnitude of the influence between organizational culture variables on direct performance was 24.4%. The magnitude of the influence of organizational culture on performance through leadership style is 4.5%. The magnitude of the influence of organizational culture on performance through the work environment is -0.2%. The total influence of organizational culture on performance, both directly and indirectly, is 28.7%.

4.2 Hypothesis Testing (t-test Result)

1. Leadership Style

Based on the results of the t-test, the significance value for the influence of leadership style on employee performance was $0.017 < 0.05$. Meanwhile, the calculated t-value of 2.423 is greater than the ttable which is 1.985 (df=96 and $\alpha=0.05$), with a positive influence direction. So, this indicates that H_0 was rejected and H_a was accepted, which indicates that the leadership style has a positive and significant effect on the performance of sub-district employees in Tasikmalaya Regency.

2. Work environment

Based on the results of the t-test, a significance value of $0.04 < 0.05$ was obtained. Meanwhile, the tcount value of 2.082 is greater than the ttable which is 1.985 (df=96 and $\alpha=0.05$), with a positive direction. So this indicates that H_0 was rejected and H_a was

accepted, which indicates that the work environment has a positive and significant effect on the performance of sub-district employees in Tasikmalaya Regency.

3. Organizational Culture

Based on the results of the t-test, a significance value of $0.00 < 0.05$ was obtained. Meanwhile, the tcount value of 5.731 is greater than the ttable, which is 1.985 (df=96 and $\alpha=0.05$), with a positive direction. So this indicates that H_0 was rejected and H_a was accepted, which indicates that the work environment has a positive and significant effect on the performance of sub-district employees in Tasikmalaya Regency.

4.3 Simultaneous Effect

Based on the results of the F test, it shows that the significance value (sig) is $0.000 < 0.05$. The F value of the calculation is $24.732 > F$ table 2.699 (df=3 and df2=96). This indicates that H_0 was rejected and H_a was accepted. Thus, simultaneously, the variables of leadership style, work environment, and organizational culture affect the performance of sub-district employees in Tasikmalaya Regency.

Discussion

Based on the results of the relationship between variables both directly and indirectly, the total influence of leadership style, work environment, and organizational culture on performance was 43.4%. This value is an accumulation of the total influence of leadership style on both direct and indirect performance, which is 10.7%. The magnitude of the influence of the work environment on performance, both directly and indirectly, is 4%. The magnitude of the influence of organizational culture on performance, both directly and indirectly, is 28.7%.

Of the three independent variables, the organizational culture variable has the greatest influence on the performance of sub-district employees in Tasikmalaya Regency. In addition, the amount of residue in the study was 56.6%. This indicates that other variables that are not present in this study are able to affect employee performance. The work environment is a dimension of space where an employee's work activities occur that can affect the psyche because every situation he faces that needs to be considered by the company includes, monotonous work, fatigue, and boredom at work [8].



High productivity can be produced if the performance of employees can meet the standards needed to perform their duties [17]. These findings suggest that the integration of a strong leadership approach, a supportive work climate, and a robust organizational culture is a pivotal determinant in optimizing human resource performance at the sub-district level.

V. CONCLUSION AND SUGGESTION

In conclusion, this study demonstrates that work environment, organizational culture, and employee performance within the sub-districts of Tasikmalaya Regency are consistently rated in the 'good' category, while leadership style stands out in the 'very good' category. Furthermore, the empirical evidence confirms that leadership style, work environment, and organizational culture both partially and simultaneously, exert a positive and significant influence on employee performance.

Based on the results of the analysis and discussion, the researcher suggested that the leadership style that has been applied in the sub-district environment should continue to be maintained and even improved, considering its significant influence on employee performance. This needs to be supported by giving recognition and awards for outstanding employees as an effort to motivate the achievement of more optimal work results.. Strengthening organizational culture also needs to be done by emphasizing indicators of work aggressiveness, orientation of common interests, and focusing on results to increase collective morale. Finally, given that there are still other factors that affect performance, researchers are further advised to explore additional variables using more diverse research methods to enrich future findings.

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