JURNAL ECONOMINA e-ISSN: 2963-1181
Volume 5, Number 8, August 2026
Homepage: ejournal.45mataram.ac.id/index.php/economina

Board Gender Diversification and Firm Performance in ASEAN: The Influence of Financial Health, Gender Equality, and Cultural Dimensions

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Article History

Received: 30-07-2026
Revised: 10-08-2026
Published: 30-08-2026

ABSTRACT

This study aims to examine the effect of board gender diversity on firm performance and investigate the roles of financial health, national gender equality, and cultural dimensions in shaping this relationship among non-financial companies in ASEAN. An explanatory quantitative approach was employed using secondary unbalanced panel data from 303 non-financial firms listed on the Indonesia Stock Exchange, Bursa Malaysia, Singapore Exchange, Stock Exchange of Thailand, and Philippine Stock Exchange during the 2015–2023 period. Panel data regression analysis was conducted by applying the Chow, Hausman, and Breusch–Pagan Lagrange Multiplier tests, with the Random Effects Model (REM) selected as the most appropriate estimation method and estimated using robust standard errors. The findings reveal that board gender diversity has a positive and significant effect on firm performance. Financial health and national gender equality strengthen this relationship, whereas the cultural dimensions of individualism, masculinity, and power distance weaken the positive impact of board gender diversity on firm performance. The model explains 23.15% of the variation in firm performance. These findings imply that the effectiveness of board gender diversity depends not only on female representation but also on favorable financial conditions, supportive institutional environments, and inclusive cultural contexts across ASEAN.

***Keywords:* Board Gender Diversity; Firm Performance; Financial Health; Gender Equality; Cultural Dimensions**

INTRODUCTION

Healthy corporate governance in an increasingly integrated and competitive global capital market landscape is based on three main pillars: transparency, accountability, and responsive strategic leadership (Chen, 2024). In modern corporate organizational structures, the board of directors and the board of commissioners hold key positions as the center of strategic direction, managerial oversight, and determinants of long-term performance sustainability (Aguilera & Ruiz Castillo, 2025). Board composition has become one of the most closely watched governance issues by institutional investors, regulators, and academics worldwide (Setyahadi & Narsa, 2020) . Among the various dimensions of board composition, the issue of gender diversification has undergone a fundamental paradigm shift in the past two decades, from being framed solely as a discourse on social justice and human rights to now being treated strategically as a valuable resource capable of creating competitive advantage for companies (Simanungkalit & Mayangsari, 2022).

Companies in the ASEAN region currently face increasing demands to implement effective, transparent, and sustainable corporate governance practices. One issue that has received widespread attention is gender diversification on boards of directors and commissioners (Intia & Azizah, 2021). Attention to gender inclusion in top corporate leadership has increased rapidly in line with the wave of governance reforms sweeping member countries. Furthermore, the relationship between board gender diversification and company performance is thought to be influenced by both internal and external factors (Rahayu et al., 2025). Internally, a company's financial health determines its ability to optimize governance practices and leverage board diversity to improve performance (Dian, 2023) . Externally, the level of national gender equality and cultural dimensions shape the institutional environment that influences the effectiveness of women's contributions to boards (Rifiana & Rokhim, 2025). Countries with high gender equality and more inclusive cultures tend to provide greater space for women to contribute optimally to decision-making (Natalia et al., 2023). Therefore, financial health, gender equality, and cultural dimensions are estimated to be important factors explaining the differences in the influence of board gender diversification on company performance in the ASEAN region.

Several previous studies related to Board Gender Diversification and Company Performance in ASEAN have been extensively studied by Primacintya & Kusuma (2025), who explained that companies with a diverse gender composition on their boards of commissioners showed a stronger negative relationship between ESG performance and earnings management practices. Meanwhile, Rifiana & Rokhim (2025) explained that gender diversity on boards of directors had a positive impact on capital structure, indicating a relationship with company performance. However, this study did not specifically discuss financial health, gender equality, or cultural dimensions in relation to company performance in the ASEAN region. Al-Jaifi (2020) stated that gender on boards of directors had a positive influence on corporate governance performance in ASEAN banks, on three non-financial performance indicators (environmental, social, and corporate governance) for ASEAN banks.

Setiani (2023) explains that there is a positive relationship between ESG scores and a company's financial performance. Gender diversity can strengthen the relationship between ESG and a company's financial performance. Investors need to consider not only financial aspects but also environmental, social, and governance aspects as non-financial factors in making investment decisions. Anggraini et al. (2023) show a significant influence of gender diversity on the board of directors and earnings management practices on a company's financial performance. This suggests that a more gender-diverse board composition can lead to more informed and diverse decision-making, ultimately improving transparency, accountability, and the overall quality of corporate decisions. Defina & Kuswanto (2025) and Razak & Helmy (2020) state that the presence of women on the board of directors and the board of commissioners, as well as the quality of corporate social responsibility disclosures, do not have a significant impact on earnings management practices.

Based on various previous studies, there are still inconsistencies regarding the effect of board gender diversification on company performance in the ASEAN region. Some studies indicate that gender diversification can improve company performance, governance, and sustainability practices, while others find insignificant effects or even opposite directions. These differences in results indicate that the relationship between board gender diversification and company performance has not been fully explained because most studies still focus on direct effects without considering contextual factors, such as company financial health, national gender equality levels, and cultural dimensions. Therefore, this study aims to analyze and explain the effect of board gender diversification on company performance and examine the role of financial health, gender equality, and cultural dimensions as factors influencing this relationship.

RESEARCH METHODS

Study This use approach quantitative explanatory with utilizing secondary data in the form of unbalanced panel data (Waruwu et al., 2025) . Population study covers all over non-financial companies listed on five stock exchanges main ASEAN region, namely the Indonesia Stock Exchange (BEI), *Bursa Malaysia*, *Singapore Exchange* (SGX), *Stock Exchange of Thailand* (SET), and *Philippine Stock Exchange* (PSE) during 2015–2023 period . Sector companies finance No included Because own characteristics regulation, structure capitalization and standards reporting different finances with non- financial sector so that potential create bias in analysis . Research sample determined use purposive sampling technique based on criteria : (1) company registered in a way consistent on the stock exchange during period observation ; (2) publish report annual and reports finance audited in a way complete ; (3) express information about composition of the board, including amount female council members ; (4) have complete data For all over variables research, including gender diversification of the board, health finance , performance company, as well as variables country level in the form of gender equality and dimensions culture. Based on criteria the obtained 303 companies that reviewed in a way deep through company literature and website.

Table 1. Operationalization And Measurement Variables Study

Variables	Symbol	Conceptual Definition	Measurement Empirical	Data source
Performance Corporate Market	Q	Mark market company relative to the replacement value of its net assets	Tobin's Q = (Market Value of Equity + Total Debt) / Total Assets *Appropriate formula Chung & Pruitt (1994)*	Audited Financial Report / Refinitive Eikon
Gender Diversification Board	KG	Proportion of women's representation in the structure board board of directors And commissioner	KG = (Number of Female Council Members) / Total Member Board) × 100%	Report Company Annual Report (Annual Report)
Financial Health Internal	Z	Level health And company financial stability to measure the risk of bankruptcy	Altman Z-Score = 1.2(X1) + 1.4(X2) + 3.3(X3) + 0.6(X4) + 0.999(X5) *Where X1=WC/TA, X2=RE/TA, X3=EBIT/TA, X4=MVE/TL, X5=S/TA*	Calculated from Financial statements Audited
Equality Gender National	GGG	Level equality gender country origin in the fields of economics, education, health, and politics	Score Global Gender Gap Index (scale 0 to 1, where 1 reflects complete equality)	World Economic Forum (WEF Report 2015-2023)
Individualism	IND	The level of emphasis society places on right And achievement individual vs group	Index Individualism Hofstede (scale 0 - 100)	Hofstede Insights Database (2001)
Masculinity	MF	The level of orientation of society towards competition, achievement, And assertiveness vs. parenting	Index Masculinity Hofstede (scale 0 - 100)	Hofstede Insights Database (2001)
Distance Power	PD	The level of public acceptance of distribution power uneven	Index Power Distance Hofstede (scale 0 - 100)	Hofstede Insights Database (2001)
Company Size	SIZE	Scale or size of operational capacity And asset company	SIZE = Natural Logarithm from Total Assets (Ln Total Assets)	Report Audited Finance
Financial Leverage	LEV	Degree of dependence on capital structure company to debt outside	LEV = Total Debt / Total Asset	Report Audited Finance
Board Independence	PBD	Proportion member board independent in the supervisory/commissioner board	PBD = (Number of Independent Directors/Commissioners) / Total Member Board) × 100%	Report Company Annual Report

Variables dependent in study This is performance company, whereas variables independent is gender diversification of the board. Variable health finance, national gender equality, and dimensions culture used as variables that influence connection between board gender diversification and performance company. Company data obtained from report each company's annual and financial database international, while gender equality data and dimensions culture obtained from source relevant international data. Data analysis was carried out use panel data regression through stages selection of the best model which includes the Chow Test, Hausman Test, and Breusch–Pagan Lagrange Multiplier (LM) Test for determine *the Pooled Ordinary Least Squares* (Pooled OLS) model, *Fixed Effects Model* (FEM), or The most appropriate *Random Effects Model (REM)*. Entire estimate using robust firm-clustered standard errors for overcome heteroscedasticity and autocorrelation. In addition, all variables continuous winsorized at the 1st *and* 99th percentiles for minimize influence outliers. Data processing and analysis were carried *out* use device Stata 18 software.

RESULTS AND DISCUSSION

Analysis Descriptive And Test Specification Model

Based on the results of panel data processing on 303 company-year observations, statistical descriptions of the main variables provide an empirical picture of corporate conditions in ASEAN. The average proportion of women on the boards of directors/commissioners (BOs) of sample companies is 14.25% with a range of 0.00% to 40.00%. This indicates that although female participation continues to increase, the majority of companies in ASEAN have still not reached the critical 30% representation target. The financial health variable (Altman Z-Score) has an average value of 2.150, which places the average sample company in the gray zone *towards* a stable financial condition. safe. A company's market performance, as measured by Tobin's Q, averaged 1.541, indicating that the market generally values the company above the book value of its assets.

The results of the panel data model specification test are presented in detail as follows:

- **Chow Test:** Obtains an F-statistic probability value of 0.0000 ($F = 3.845$; $p < 0.01$), which rejects the null hypothesis of Pooled OLS and confirms that the Fixed Effects Model (FEM) is better than regular OLS.
- **Hausman test:** Get mark Chi-Square as big as 9,215 with degrees free 7 And mark p-value as big as 0.2381 ($p > 0.05$). This result fails to reject the null hypothesis, indicating that the differences in the FEM and REM coefficient specifications are not systematic, so *the Random Effects Model (REM)* is a consistent, efficient, and most appropriate estimator to use.
- **Breusch-Pagan test LM:** Obtain a Chi-Square value of 452.180 ($p < 0.01$), which is clearly reject Pooled OLS and confirm that the panel data structure has a significant random variance component, validating the use of REM.

The results of the specification test indicate that *the Random Effects Model* (REM) is the most appropriate model for analyzing the relationship between board gender diversification, financial health, gender equality, cultural dimensions, and company performance in the ASEAN region. This finding indicates that differences in characteristics between companies are random and not systematically correlated with the independent variables in the model, so that estimation using REM is able to produce more efficient and consistent coefficients. Furthermore, these results indicate that variations in company performance are not only influenced by changes in the research variables over time, but also by inter-company heterogeneity that needs to be accommodated in the analysis model. Therefore, the use of REM is considered capable of providing more representative estimates in explaining the effect of board gender diversification on company performance by considering financial health, gender equality, and cultural dimensions in the ASEAN region. (Anggraini et al., 2023).

Panel Regression Estimation Results

The results of panel data regression testing for Model 1 (Baseline), Model 2 (with Control Variables), and Model 3 (Full Moderation Model) are presented in Table 2 below.

Table 2. Results Estimate Regression Data Panel (Variable Dependents: Tobin's Q)

Variables Independent & Moderation	Model 1 (Baseline Direct)	Model 2 (+ Controls)	Model 3 (Full Moderation)
Constant	0.9120*** (0.098)	0.8215*** (0.112)	0.6420*** (0.135)
Diversification Gender Board (KG)	0.0102*** (0.002)	0.0085*** (0.002)	0.0062** (0.002)
KG × Z (Health Finance)	-	-	0.0035** (0.001)
KG × GGG (Equality Gender)	-	-	0.0124*** (0.003)
KG × IND (Individualism)	-	-	-0.0041** (0.002)
KG × MF (Masculinity)	-	-	-0.0334*** (0.002)
KG × PD (Power Distance)	-	-	-0.0303*** (0.005)
Size Company (SIZE)	-	0.0312** (0.012)	0.0285** (0.011)
Leverage Finance (LEV)	-	-0.1420*** (0.035)	-0.1350*** (0.033)
Independence Council (PBD)	-	0.0041* (0.002)	0.0038* (0.002)
Overall R- squared	**0.0512**	**0.1842**	**0.2315**
Wald Chi-Square	**45.28*** **	**124.52*** **	**168.40*** **
Total Observation (N)	1,737	1,737	1,737
Number of Companies (N_g)	303	303	303

Based on the panel data regression estimation results in Table 2, Model 3 is the main model used because it has included control variables and moderating interactions. The analysis results show that board gender diversification has a positive and significant effect on company performance ($\beta = 0.0062$; $p < 0.05$), which indicates that increasing the proportion of women on the board can increase company value as proxied by Tobin's Q. Furthermore, financial health ($\beta = 0.0035$; $p < 0.05$) and national gender equality ($\beta = 0.0124$; $p < 0.01$) are proven to strengthen the positive effect of board gender diversification on company performance. In contrast, the cultural dimensions consisting of individualism ($\beta = -0.0041$; $p < 0.05$), masculinity ($\beta = -0.0334$; $p < 0.01$), and power distance ($\beta = -0.0303$; $p < 0.01$) provide a negative moderating effect, indicating that cultures that are more individualistic, masculine, and have a high power distance tend to reduce the effectiveness of women's contributions to the board towards improving company performance. Of the control variables, company size and board independence have a positive effect, while financial leverage has a negative effect on company performance. In addition, the Overall R-squared value increased from 0.0512 in Model 1 to 0.2315 in Model 3, indicating that the addition of control and moderating variables improves the model's ability to explain variations in company performance. A significant Wald Chi-Square value ($p < 0.01$) also indicates that the overall regression model is suitable for explaining the relationships between variables in this study. (Simanungkalit & Mayangsari, 2022).

Influence Direct Diversification Gender Board to Performance Market (H1 Supported).

Based on results estimate Model 2, coefficient variables diversification gender board (KG) worth positive as big as 0.0085 and significant at the 1% level ($p < 0.01$). This coefficient indicates that every 1 percentage point increase in female representation on the board is correlated with a 0.0085 unit increase in Tobin's Q, ceteris paribus. This finding consistently supports Hypothesis 1. Theoretically, this result confirms the Resource Dependence Theory's claim that female directors enrich the board's social capital and information resources, enhance market reputation, and expand stakeholder connectivity (Öztürk & Bağış, 2026) . Furthermore, this finding is also in line with Upper Echelons Theory, which suggests that female involvement broadens the board's cognitive base, results in a more informed decision-making process, and strengthens managerial oversight of excessive risk-taking. This finding reinforces previous findings in developed markets and demonstrates that the benefits of board gender diversification are valid in emerging market regions. ASEAN (Jao et al., 2021).

Role Moderation Health Finance Internal Company (H2 Supported).

In Model 3, the interaction coefficient between gender diversification and financial health (KG × Z) shows a positive value of 0.0035 and is statistically significant at the 5% level ($p < 0.05$). These results provide empirical evidence supporting Hypothesis 2, that internal financial health positively moderates the relationship between board gender diversity and market performance. When a company is in a healthy financial condition (high Z score), management has the flexibility and resource slack *to* execute innovative strategic ideas and long-term perspectives brought by female directors (Novaes et al., 2025). Conversely, in companies threatened by financial distress, managerial thinking narrows to short-term survival, so the space for a diverse board to provide strategic added value is very limited (Wardani & Wahdiyansyah, 2023).

Role Moderation Equality Gender National (H3 Supported).

The interaction coefficient of the national gender equality variable (KG × GGG) is positive at 0.0124 and significant at the 1% level ($p < 0.01$). This finding supports Hypothesis 3. In accordance with the premise of Institutional Theory, a national macro environment with a narrower gender gap (high GGG score) provides social legitimacy, institutional support, and a more inclusive work climate for female directors. In ASEAN countries with more advanced gender equality (such as Singapore and the Philippines), female directors face barriers of gender prejudice. lower levels, enabling them to effectively articulate their strategic views in the boardroom (Nuraeni & Lilin Suryono, 2021). This increases market acceptance of the resulting governance decisions.

Role Moderation Dimensions Culture Macro Hofstede (H4 Supported).

Testing of Hofstede's three cultural dimensions in Model 3 yields interaction coefficients that are consistently negative and significant:

a. The Individualism interaction (KG × IND) was -0.0041 ($p < 0.05$). Highly individualistic cultures emphasize competition and individual achievement, which may hinder the collaborative dialogue-based decision-making process brought by female directors.
b. The Masculinity interaction (KG × MF) was -0.0334 ($p < 0.01$). High levels of cultural masculinity create a climate competition Which aggressive And deify firmness, so that tend put aside style inclusive leadership and careful oversight of female directors.
c. The Power Distance interaction (KG × PD) was -0.0303 ($p < 0.01$). A high power distance culture maintains a rigid hierarchical structure, where instructions from dominant leaders limit the freedom of expression of non-traditional board members.

The test results show that Hofstede's three cultural dimensions—individualism, masculinity, and power distance—have a significant negative moderating effect on the relationship between board gender diversification and firm performance (Sapitri & Pancasasti, 2022) . This finding indicates that the higher the levels of individualism, masculinity, and power distance in a country, the weaker the positive effect of board gender diversification on firm performance. Cultures that emphasize individual competition, the dominance of masculine values, and hierarchical organizational structures tend to limit women's participation and contribution in strategic decision-making processes. Consequently, gender diversity at the board level cannot be optimally utilized to improve governance effectiveness and firm performance. Conversely, a more inclusive, collaborative, and egalitarian cultural environment has the potential to strengthen women's contributions to boards, thereby maximizing the benefits of gender diversification on firm performance.

CONCLUSION AND SUGGESTIONS

This study proves that board gender diversification has a positive and significant effect on company performance in non-financial companies in the ASEAN region for the period 2015–2023. Descriptively, the average representation of women on company boards in ASEAN is still at 14.25%, which indicates that most companies have not reached the 30% representation threshold often recommended in corporate governance practices. The regression results show that board gender diversification contributes positively to increasing company value as proxied by Tobin's Q. In addition, financial health and national gender equality are proven to strengthen the positive effect of board gender diversification on company performance, while individualism, masculinity, and power distance as Hofstede's cultural dimensions are proven to weaken the relationship. The research model has an explanatory power of 23.15% (Overall R-squared = 0.2315), which means that variations in company performance can be explained by board gender diversification, financial health, gender equality, cultural dimensions, and control variables by 23.15%, while the remaining 76.85% is influenced by other factors outside the research model. This finding confirms that the effectiveness of board gender diversification in improving company performance is not only determined by board composition, but also influenced by the company's financial condition as well as the institutional and cultural environment in which the company operates.

Future research is recommended to expand the sample size to include more developing and developed countries outside ASEAN to obtain more comprehensive cross-regional comparisons. Furthermore, future research could enhance the model's capabilities by incorporating other variables, such as corporate governance quality, CEO characteristics, institutional ownership, innovation, digitalization, and ESG indicators as mediating or moderating variables.

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