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APPARATUS, WOMEN'S PERFORMANCE, AND WORK  
EXPERIENCE ON THE ASSIGNMENT OF STRUCTURAL  
POSITIONS THROUGH LEADERSHIP POLICY**Masrura<sup>1\*</sup>, Antong<sup>2</sup>, Muammar Khaddapi<sup>3</sup>, Syafruddin<sup>4</sup><sup>1</sup> Postgraduate Student Master of Management, Muhammadiyah University of Palopo, Indonesia  
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This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)**Abstract:**

The important role of the State Civil Apparatus (ASN) in carrying out government functions, especially in the East Luwu Regency Social Service and Women's Empowerment and Child Protection (P3A). In this context, women's performance and work experience are also considered as key factors that influence the assignment of structural positions through leadership policies. The problem phenomenon observed is the lack of representation of women in structural positions despite having adequate performance and experience. The aim of this research is to analyze the influence of the existence of ASN, women's performance and work experience on the provision of structural positions through leadership policies. The research used a quantitative approach with the research population being East Luwu Regency Social Service and P3A employees, totaling 68 people. The sampling technique uses saturated sampling. Data was collected using a questionnaire where before being distributed to respondents, an instrument test was carried out, namely a validity test and a reliability test. The data that has been collected will be analyzed descriptively and verified using the SmartPLS statistical tool. The research results show that the existence of employees, the performance of female employees and work experience have a direct positive influence on leadership policy and the assignment of structural positions. Leadership policy has a positive and significant effect on the provision of structural positions. Leadership policy has also been proven to be able to mediate positively and significantly between employee existence, female employee performance and work experience on the provision of structural positions.

**Keywords:**

Existence, Performance, Work Experience, Leadership Policy, Assignment Of Structural Positions

**Introduction**

In the era of globalization and modernization, public sector organizations are required to be increasingly adaptive and responsive to the dynamics of environmental change. The government, through various policies, is trying to improve the performance of the State Civil Apparatus (ASN) as the spearhead of public services. One of the efforts made is through placing ASN in strategic structural positions. This placement is not only based on qualifications and competencies, but is also influenced by the leadership policies implemented by the leadership. The role of women in the public sector is also increasingly being taken into account. The government encourages gender equality in all aspects, including in structural position placement. Apart from that, the work experience possessed by ASN is an important factor to be considered in the promotion and placement process in structural positions.

Even though various policies have been implemented, there are still various obstacles in placing ASN in structural positions. At the East Luwu Regency Social Service and Women's Empowerment and Child Protection (Social Service and P3A), there are indications that the placement of ASN in structural positions does not fully reflect the principle of meritocracy. This problem is often related to leadership policies that are not yet optimal in considering the existence of ASN, women's performance and work experience as the basis for structural position placement.

The performance of ASN women in the Social Service and P3A is also a concern, considering that there is a less supportive perception regarding women's ability to hold structural positions. In fact, many female ASNs have good performance and adequate work experience. Therefore, it is necessary to conduct research to understand the extent to which the existence of ASN, women's performance, and work experience influence structural position placement through leadership policies.

Several previous studies have examined the factors that influence structural position placement. For example, research by Purnama, (2023) shows that competency and work experience have a significant influence on structural position placement in the local government environment. Other research by Irwanto & Wardi, (2023) found that inclusive and transparent leadership policies can increase women's opportunities to occupy structural positions. However, research that specifically examines the influence of the existence of ASN, women's performance, and work experience on structural position placement through leadership policies in the Social Service and P3A of East Luwu Regency is still very limited. Therefore, it is hoped that this research can contribute to the development of theory and practice of structural position placement in the public sector.

This research is unique because it integrates various variables that are rarely discussed comprehensively in the context of structural position placement in the public sector. The existence of ASN, women's performance, and work experience are important variables that are often studied separately. However, this research tries to combine these three variables and see

how leadership policies can play a mediating role. This study also offers a new approach to leadership policy analysis, by emphasizing the importance of transparency, inclusiveness and meritocracy in the structural position placement process. Thus, it is hoped that the results of this research can provide deeper and more practical insight for policy makers in the public sector, especially in increasing the effectiveness of structural position placements in the Social Service and P3A of East Luwu Regency.

This research aims to analyze the influence of the existence of ASN on the provision of structural positions in the Social Service and P3A of East Luwu Regency, examine the influence of women's performance on the provision of structural positions in the Social Service and P3A of East Luwu Regency, examine the influence of work experience on the provision of structural positions in the Social Service and P3A East Luwu Regency and evaluating how leadership policies can mediate the influence of ASN existence, women's performance and work experience on the provision of structural positions. It is hoped that this research can provide a clear picture of the factors that influence the placement of structural positions in the Social Service and P3A of East Luwu Regency, as well as provide policy recommendations that can support improving the performance and empowerment of ASN, especially women, in structural positions.

## Literature Review

### *Existence of State Civil Servants/Apparatus*

The existence of ASN refers to the existence and active role of State Civil Apparatus in carrying out their duties and functions within the government environment. ASN is an important element in public administration which is responsible for implementing government policies and providing public services to the community. Several experts provide definitions regarding the existence of ASN/Employees, among others Che et al., (2022) states that employee existence includes physical presence, active involvement, and real contribution in carrying out administrative tasks and public services.

Irwanto & Wardi, (2023) defines employee existence as the ability of employees to consistently demonstrate their existence and function in the government structure through effective and efficient performance. Urban & Çiçek, (2023) stated that the existence of employees reflects the existence of employees who are legally and socially recognized in the government structure and their contribution to achieving organizational goals.

Based on the various definitions and research that have been discussed, employee existence can be concluded as the existence and active role of employees in carrying out their duties and functions effectively and efficiently, which is recognized legally and socially in the government structure. Employee existence involves aspects of physical presence, active involvement, and real contribution in achieving organizational goals.

Measuring employee existence requires several indicators that reflect their existence and active role in the organization. To measure indicators of ASN existence in this study, the following indicators were used: **Physical Presence**: The presence of ASN in the workplace on a regular basis is an important indicator that shows the existence of ASN. Consistent physical presence reflects ASN's commitment and involvement in carrying out their duties. **Active Engagement**: ASN participation in organizational activities, such as meetings, training and projects, reflects

their active involvement. The level of ASN initiative and contribution in completing tasks is also an important indicator of active involvement. **Recognition and Awards:** The formal and informal recognition that ASN receive for their performance and contributions shows that their existence is valued within the organization. **Organizational Commitment:** The level of ASN loyalty and commitment to the organization shows their strong existence. ASN who have high commitment tend to be more involved in supporting the organization's vision and mission.

The existence of employees is a crucial aspect in public administration which influences the effectiveness and efficiency of implementing government duties. Measuring employee existence using appropriate indicators can help in evaluating employee performance and contribution to the organization.

### **Women's Performance**

Women's performance refers to the contribution made by female employees in achieving organizational goals. This performance covers various aspects such as effectiveness, efficiency, productivity and work quality. Sarna et al., (2023) defines performance as the work results achieved by an employee in carrying out assigned tasks based on his skills, experience and abilities. Hua et al., (2018) states that performance is a measure of what employees have done in their work. Amin & Agustina, (2020) stated that 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.

Based on the various definitions and research that have been discussed, women's performance can be concluded as the contribution made by female employees in achieving organizational goals through carrying out assigned tasks effectively and efficiently. This performance is influenced by various factors, including motivation, work environment, training, leadership, and work-family balance.

One of the studies regarding women's performance was carried out by Ali et al., (2019) examines the factors that influence women's performance in the public sector. The research results show that motivation, work environment and training have a significant effect on women's performance. Jha & Alam, (2022) examines the relationship between transformational leadership and women's performance. This research found that transformational leadership has a positive influence on women's performance. The research results also reveal that a good work-family balance improves women's performance significantly.

Measuring women's performance requires several indicators that reflect their contribution to the organization. Based on existing literature, the indicators used in this research include:

**Productivity:** Work productivity is measured by the amount of output produced in a certain time period. Productivity can also be measured from the efficiency of resource use in the work process. **Work quality :** Work quality is measured by the extent to which work results meet the standards set by the organization, also including the level of errors or defects in work results. **Efficiency:** Work efficiency is measured by their ability to complete tasks with minimal use of time and resources. Efficiency also includes the ability to manage time and work priorities. **Initiative and Creativity:** Women's initiative is measured by their ability to take proactive action in solving problems as well as their ability to generate new ideas and innovative solutions at work.

By using indicators put forward by experts, women's performance measurement can be carried out comprehensively and accurately. This is important to evaluate the performance and contribution of women in organizations and support better decision making in human resource management

### ***Work Experience***

Work experience refers to a number of skills and knowledge that a person acquires through direct involvement in a job or professional activity over a certain period. Work experience is one of the important factors that influences the performance and effectiveness of an employee in an organization. Ratnawati et al., (2020) defines work experience as the accumulation of knowledge, skills and competencies obtained by a person through work carried out over a certain period of time.

Schmid & Baldermann, (2021) defines work experience as all activities and tasks that a person has undertaken in the work environment, which contribute to improving their professional abilities. Liu et al., (2023) defines work experience as the result of a person's involvement in various tasks and responsibilities in a job, which enriches the individual's knowledge and skills. Research by Febyanti, (2023) shows that longer work experience is positively correlated with increased employee performance. This research found that employees with more work experience tend to have higher levels of job satisfaction. Research by Täht et al., (2023) revealed that employees with broader work experience have better problem-solving abilities.

Based on the various definitions and research that have been discussed, work experience can be concluded as the accumulation of knowledge, skills and competencies obtained by a person through direct involvement in work over a certain period of time. Work experience contributes to improving professional abilities and individual effectiveness in the organization.

Measuring work experience requires several indicators that reflect the knowledge, skills and competencies a person has acquired. The indicators used in this research are: ***Length of Working Time***: Length of work time is measured by the number of years or months a person has worked in a position or organization. Length of work also includes the total duration of professional experience a person has. ***Type and Level of Work***: The type of work that has been done includes various tasks and responsibilities that a person has undertaken. Job level measures the level of complexity and responsibility carried out in various job positions. ***Training and development***: Training and development includes training programs attended and certifications obtained while on the job. Skills development through courses, workshops and further training is also an important indicator of work experience. ***Diversity of Experience***: Diversity of experience is measured by the variety of tasks, projects and work environments that a person has experienced. Diverse work experience includes involvement in a variety of industries, departments, and job roles. ***Achievements***: Achievement is measured from the significant contributions and work results achieved during work. Achievements include awards and recognition received for performance and contributions to work.

### ***Leadership Policy***

Leadership policy refers to a set of rules, guidelines and strategies implemented by organizational leaders to guide behavior, decisions and actions in order to achieve organizational goals. Leadership policies include aspects such as vision, mission, values and principles that form the basis of organizational activities. Moorosi, (2021) defines leadership



policy as the policies and guidelines created by leaders to influence and direct subordinates in achieving organizational goals.

Kardoyo et al., (2020) stated that leadership policy includes strategies and approaches implemented by leaders to manage human resources and organizational operations effectively. Marfán et al., (2023) defines leadership policy as a framework used by leaders to set direction, make decisions, and ensure the implementation of tasks in accordance with the organization's vision and mission.

Research by Torfing & Ansell, (2017) examines the relationship between transformational leadership policies and organizational performance. The research results show that leadership policies that focus on developing vision and empowering employees have a positive impact on organizational performance. Study by Hanim et al., (2022) examines the effectiveness of transactional leadership policies in the context of business organizations. This research found that leadership policies oriented towards close supervision and rewarding high performance can increase employee productivity.

Based on the various definitions and research that have been discussed, leadership policy can be concluded as a set of rules, guidelines and strategies implemented by leaders to direct, influence and manage subordinates in achieving organizational goals. Leadership policy includes the vision, mission, values and principles that form the basis of organizational activities.

The indicators used to measure the level of policy leadership in this research include **Vision and Mission**: Clarity and communication of the organization's vision and mission as implemented by the leader. **Decision Making**: Transparent and participatory decision making process and based on accurate data. **Employee Development**: Policies that support employee training and skills development. Providing opportunities for employees to grow and develop within the organization. **Communication**: Effectiveness of communication between leaders and subordinates. Openness of information and transparency in delivering policies. **Ethics and Integrity**: Compliance with ethical and integrity standards in leadership and implementation of policies in accordance with ethical and moral values.

### *Assignment of Position*

Structural position assignment is the process of appointing a person to a certain position in the organizational structure based on qualifications, competencies and organizational needs. Structural positions usually involve significant responsibility in decision making and operational management of the organization. Danková et al., (2022) stated that granting structural positions is the process of placing individuals in leadership or management positions within the organizational structure based on an assessment of qualifications and competencies.

Qian & Chang, (2022) shows that structural position assignment involves the process of selecting and appointing individuals to positions with certain responsibilities in the organizational hierarchy. Chen et al., (2023) also shows that structural position assignment includes formal and informal procedures used to fill managerial or administrative positions in the organization.

Based on the various definitions that have been discussed, granting structural positions can be concluded as the process of appointing individuals to certain positions in the organizational structure based on qualifications, competencies and organizational needs. This process involves a careful evaluation of an individual's abilities and potential to fulfill the responsibilities inherent in the position.

Measuring the provision of structural positions requires several indicators that reflect the effectiveness and transparency of the process. Based on existing literature, the indicators used in this research are: Qualifications and Competencies, Selection Process, Policies and Procedures, and Inclusivity and Diversity. By using indicators put forward by experts, measurement of structural position assignments can be carried out comprehensively and accurately. This is important to evaluate the effectiveness and transparency of the selection process and support better decision making within the organization.

### **Variable Relationships and Hypotheses**

#### ***The Relationship between ASN Existence and Leadership Policy and Position Assignments***

The existence of ASN, which includes physical presence, active involvement, and real contribution to organizational tasks, greatly influences the leadership policy implemented in the organization (Eriksson et al., 2021). A good leadership policy will create a work environment that supports, recognizes and empowers employees to make maximum contributions (Profiroiu & Nastacă, 2022). Effective and inclusive leadership policies play an important role in improving the existence of employees in the organization. Supportive leadership policies empower employees to be actively involved and contribute optimally to organizational goals.

The existence of employees also has a significant influence on the process of assigning structural positions in the organization. Employees who have a strong presence tend to be more easily identified as potential candidates for structural positions because of their active involvement and visible contributions. Research by Urban & Çiçek, (2023) shows that employees with a strong presence, demonstrated through consistent physical presence and active involvement in organizational tasks, are more likely to be promoted to structural positions. Their visible performance and contribution are the main considerations in the selection process.

- H1: It is suspected that the existence of ASN has a positive and significant influence on policy leadership
- H2: It is suspected that the existence of ASN has a positive and significant influence on the assignment of positions

#### ***The Relationship between Women's Performance and Leadership Policy and Position Assignments***

Employee performance is one of the key factors that determines the success of an organization in achieving its goals. Leader policy, or leadership policy, includes the rules, guidelines, and strategies implemented by leaders to direct, motivate, and influence their subordinates (Jha & Alam, 2022). Performance is strongly influenced by the policies of authentic leaders, which emphasize transparency, integrity and ethics, having a positive impact on employee performance. Ethical and transparent leaders create a work environment that employees trust and respect, encouraging them to perform better (Salve, 2022).

Research by Hua et al., (2018) shows that individual performance is a major factor in promotion decisions in the public sector. Employees who consistently demonstrate high performance are more likely to be promoted to higher positions. Objective and transparent performance appraisals play an important role in the tenure process, ensuring that promotions are based on merit and real contribution.

H3: It is suspected that performance has a positive and significant effect on leadership policy

H4: It is suspected that performance has a positive and significant effect on position assignment

### ***Relationship Between Work Experience And Leadership Policy And Position Assignment***

Research by Irwin et al., (2019) shows that leaders with diverse work experiences are more likely to develop inclusive and adaptive policies. Diverse experiences enable leaders to understand various employee perspectives and needs, so they can formulate more effective policies. Diverse work experiences support the development of leadership policies that are more responsive to employee needs and organizational situations. Picot & Hou, (2023) found that extensive work experience helps leaders in developing change management skills. Experienced leaders tend to be more effective in designing and implementing policies that support organizational change.

Research by Rosita, (2019) found that employees with longer work experience had a greater chance of getting a promotion. Longer work experience gives employees the opportunity to develop the managerial and problem-solving skills needed for higher positions.

H5: It is suspected that work experience has a positive and significant influence on policy leadership

H6: It is suspected that work experience has a positive and significant influence on position assignment

### ***Relationship between Leadership Policy and Assignment of Positions***

Research by Libriantono, (2023) shows that transformational leadership policies, which emphasize vision, inspiration and employee empowerment, have a positive effect on position assignments. Transformational leaders tend to promote individuals who demonstrate leadership potential and the ability to bring about positive change in the organization. Study Salvage et al., (2019) found that leadership policies that focus on employee development through training, mentoring, and providing challenging responsibilities have a positive effect on position assignments. Leaders who support employee development tend to promote individuals who have demonstrated significant growth in their skills and competencies.

H7: It is suspected that leadership policy has a positive and significant influence on the assignment of positions

### ***The Relationship between the Existence of ASN, Women's Performance and Work Experience on the Provision of Positions through Leadership Policy***

Leadership policy acts as a mediator which has a significant influence on factors such as the existence of ASN/Employees, women's performance, and work experience being considered fairly in the process of awarding positions (Che et al., 2022). An effective leadership policy can act as a mediator to ensure that these factors are considered fairly and transparently in promotion decisions. Leadership policies that are supportive, inclusive, and reward real contributions, high performance, and relevant experience will improve the quality of promotion



and performance decisions (Profiroiu & Nastacă, 2022). Research by Obied, (2023) shows that the existence of high levels of employees has a positive effect on the quality of public services and the process of granting positions. Employees who are consistently active and engaged are more likely to be promoted. Research by Janvry et al., (2023) shows that women's performance is significantly influenced by motivation, a conducive work environment and adequate training. Good performance increases promotion opportunities. Transformational leadership that supports women's performance development can increase promotion opportunities for high-performing women.

H8: It is suspected that the existence of ASN has a positive and significant influence on policy leadership

H9: It is suspected that performance has a positive and significant influence on the assignment of positions through leadership policy

H10: It is suspected that work experience has a positive and significant influence on the assignment of positions through leadership policy

### Conceptual Framework

The results of previous research and the relationship between research variables mean that the conceptual framework of this research can be described as follows:

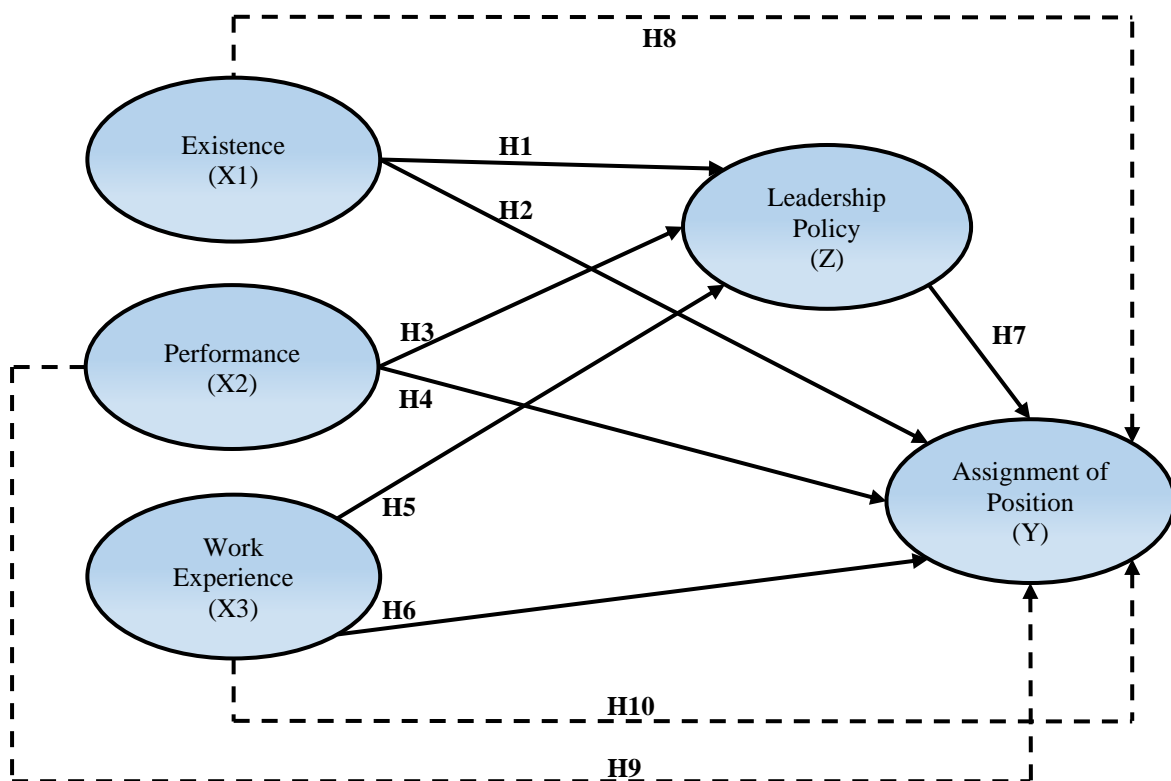


Figure 1: Conceptual Framework

### Methodology

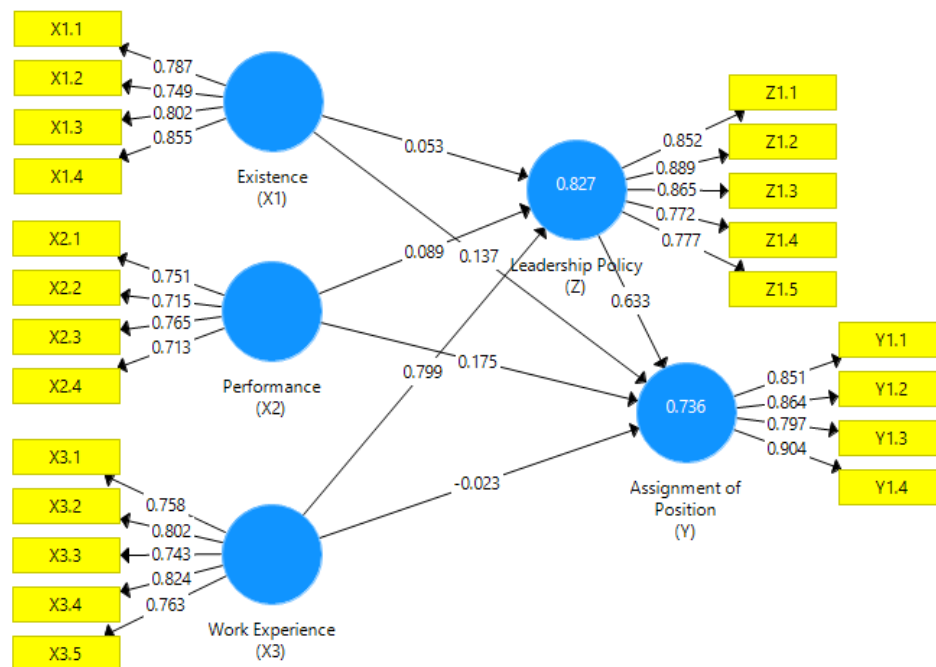
The type of research carried out is empirical using a quantitative approach, which uses data in the form of numbers as a tool to analyze information about what you want to know. The population of this study was employees of the Social Service for Women's Empowerment and Child Protection in East Luwu Regency, totaling 68 people, with details: 17 ASN, 4 PPPK and 47 Service Wages. The sampling technique uses probability sampling. The sample size was

determined using saturated sampling so that the entire population of 68 people would be used as the research sample. Data was collected using a questionnaire where before being distributed to respondents, an instrument test was carried out, namely a validity test and a reliability test. The data that has been collected will be analyzed descriptively and verified using the SmartPLS statistical tool.

## Data Analysis and Hypothesis Testing

### Validity Test

The validity test used to assess the level of validity of the VB-SEM model in this research is convergent validity. There are two ways to determine the validity of the SEM model using convergent validity techniques, namely looking at the outer loading (Loading Factor) value and the Average Variance Extracted (AVE) value. The required factor loading value is  $> 0.7$ , the results of testing the indicators on the research variables can be seen in the picture below:



**Figure 2: Outer Loading Value**

The test results show that all indicators for each statement item have shown a value of  $> 0.7$  so that it can be stated that the model is valid and can meet the outer loading requirements. The value required for average variance extraction is  $> 0.5$ , we can see the test results in the table below:

**Table 1: Average Variance Extracted (AVE) Value**

	AVERAGE VARIANCE EXTRACTED (AVE)
ASSIGNMENT OF POSITION_(Y)	0.731
EXISTENCE_(X1)	0.639
LEADERSHIP POLICY_(Z)	0.693
PERFORMANCE_(X2)	0.542
WORK EXPERIENCE_(X3)	0.606

Source: Data Primer processed SmartPLS, 2024

The test results show that the AVE value of the research variables is  $> 0.5$  so it can be concluded that all variables are valid and can be declared to meet the requirements in the SEM model validity test.

### Reliability Test

Reliability is a measure of an indicator's consistency in measuring its variables. The values used to determine the level of reliability of the SEM model are Composite Reliability and Cronbach Alpha. This type of reliability functions to determine the level of internal reliability of variable indicators. We can see the test results in the table below:

**Table 2: Composite Reliability and Cronbach Alpha values**

	Cronbach's Alpha	Composite Reliability
Assignment of Position_(Y)	0.877	0.916
Existence_(X1)	0.811	0.876
Leadership Policy_(Z)	0.888	0.918
Performance_(X2)	0.718	0.825
Work Experience_(X3)	0.837	0.885

Source: Data Primer processed SmartPls, 2024

The standard Cronbach's Alpha value for a variable so that it is declared reliable is  $> 0.6$ , while the standard value for Composite Reliability is  $> 0.7$ . Therefore, based on the table above, it is known that all variables have a Cronbach's Alpha value  $> 0.6$  and a Composite Reliability value  $> 0.7$  so it can be stated that the SEM model analyzed is reliable.

### Bootstrapping

Analysis of the influence of the variables analyzed in this research is the influence of the variables rewards (X1), sanctions (X2), and work discipline (Z) on performance (Y). This analysis is also used to test research hypotheses. The magnitude of the direct influence of these variables is shown in the table below:

**Table 3: Direct Effect**

	T Statistics ( O/STDEV )	P Values	Decision
Existence_(X1) -> Assignment of Position_(Y)	2,263	<b>0.002</b>	Significant
Existence_(X1) -> Leadership Policy_(Z)	7,778	<b>0,000</b>	Significant
Leadership Policy_(Z) -> Assignment of Position_(Y)	4,115	<b>0,000</b>	Significant
Performance_(X2) -> Assignment of Position_(Y)	5,478	<b>0,000</b>	Significant
Performance_(X2) -> Leadership Policy_(Z)	2,129	<b>0.001</b>	Significant
Work Experience_(X3) -> Assignment of Position_(Y)	6,123	<b>0,000</b>	Significant
Work Experience_(X3) -> Leadership Policy_(Z)	11,608	<b>0,000</b>	Significant

Source: Data Primer processed SmartPls, 2024

**Table 4: Indirect Effect**

	T Statistics ( O/STDEV )	P Values	Decision
Existence_(X1) -> Leadership Policy_(Z) -> Assignment of Position_(Y)	6,695	<b>0,000</b>	Significant
Performance_(X2) -> Leadership Policy_(Z) -> Assignment of Position_(Y)	5,143	<b>0,000</b>	Significant
Work Experience_(X3) -> Leadership Policy_(Z) -> Assignment of Position_(Y)	4,012	<b>0,000</b>	Significant

Source: Data Primer processed SmartPls, 2024

### ***Hypothesis Testing***

Based on the table above, hypothesis testing can be carried out as follows:

**First Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $7.778 > t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . This means that the ASN existence variable has a positive and significant effect on leadership policy, so that the first hypothesis is declared **accepted**.

**Second Hypothesis:** The results of the T statistical analysis showed that the calculated t value =  $2.263 > t_{table} = 1.669$  with a P value of  $0.002 < \text{Cut off value of } 0.05$ . This means that the ASN existence variable has a positive and significant effect on the assignment of positions, so that the second hypothesis is declared **accepted**.

**Third Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $2.129 > t_{table} = 1.669$  with a P value of  $0.001 < \text{Cut off value of } 0.05$ . This means that the performance variable has a positive and significant effect on leadership policy, so the third hypothesis is declared **accepted**.

**Fourth Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $5.478 > t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . It means variable performance has a positive and significant effect on position assignment, so that the fourth hypothesis is declared **accepted**.

**Fifth Hypothesis:** The results of the T statistical analysis obtained a calculated t value =  $11.608 < t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . This means that the ASN existence variable has a positive and significant effect on leadership policy, so that the fifth hypothesis is declared **accepted**.

**Sixth Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $6.123 > t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . This means that the ASN existence variable has a positive and significant effect on the assignment of positions, so that the sixth hypothesis is declared **accepted**.

**Seventh Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $4.115 > t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . This means that the leadership policy variable has a positive and significant effect on the assignment of positions, so that the seventh hypothesis is declared **accepted**.

**Eighth Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $6.695 > t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . This means that the ASN existence variable has a positive and significant effect on the assignment of positions through leadership policy, so that the eighth hypothesis is declared **accepted**.

**Ninth Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $5.143 > t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . This means that the performance variable has a positive and significant effect on the assignment of positions through leadership policy, so that the ninth hypothesis is declared **accepted**.

**Tenth Hypothesis:** The results of the T statistical analysis show that the calculated t value =  $4.012 > t_{table} = 1.669$  with a P value of  $0.000 < \text{Cut off value of } 0.05$ . This means that the work experience variable has a positive and significant effect on the assignment of positions through leadership policy, so that the tenth hypothesis is declared **accepted**

## Discussion

### *The Influence of Employee Existence on Leadership Policy*

Based on the results of this research, it can be concluded that the existence of employees has a positive and significant influence on leadership policies at the Social Service and P3A of East Luwu Regency. Employees who have a strong presence in the organization tend to be more involved in the decision-making process. They feel they have a meaningful role and contribution in determining the direction and policies of the organization. This involvement increases the effectiveness of leadership policies because policies created based on active employee participation tend to be more easily accepted and implemented.

The existence of employees who are recognized and appreciated can increase their motivation and commitment to the organization. Employees who feel their existence is important will be more motivated to support leadership policies and work hard to achieve organizational goals. This motivation and commitment contributes to the success of policy implementation. The relationship between employee existence and leadership policies can be explained through several leadership and management theories. Participative leadership theory, as proposed by Urban & Çiçek, (2023), shows that employee participation in the decision-making process can improve the quality and acceptance of leadership policies. When employees feel their existence is recognized, they are more likely to actively participate and support the policies made.

In addition, the Leader-Member Exchange Theory relationship theory by Graen and Uhl-Bien (1995) states that good relationships between leaders and members can increase leadership effectiveness. Positive employee presence strengthens this relationship, so that leadership policies are more easily accepted and implemented. Research by Irwanto & Wardi, (2023) also found that the existence of positive employees contributed to the success of leadership policies. Employees whose existence is recognized and appreciated are more likely to support and comply with policies made by their leaders. Additionally, a study by Simaremare et al., (2023) shows that effective transformational leadership is often supported by the existence of strong and participative employees.

Organizations must continue to pay attention to and improve employee existence. Efforts to create a work environment that values and recognizes employee contributions can help in formulating and implementing more effective leadership policies, which will ultimately support the achievement of overall organizational goals.

### *The Influence of Women's Performance on Leadership Policy*

The results of this research show that women's performance has a positive and significant influence on leadership policies at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Women tend to adopt a more collaborative and transformational leadership style, which encourages active participation from all team members. This leadership style allows employees to feel more involved and contribute to decision making, which has a positive impact on leadership policies.



Female leaders often pay more attention to employee welfare, including aspects of work-life balance and healthy working conditions. Leadership policies resulting from this attention tend to be more inclusive and oriented towards employee well-being, which improves performance and job satisfaction. Women who have high performance in organizations usually demonstrate strong management skills, including in terms of communication, problem solving and decision making. This capability contributes to the creation of leadership policies that are more effective and responsive to organizational needs.

The presence of women in leadership brings different and diverse perspectives, which can encourage innovation in leadership policies. These diverse perspectives help in formulating policies that are more comprehensive and adaptive to changes in the external and internal environment. These results are consistent with previous research which shows that collaborative and transformational leadership styles, attention to employee welfare, strong management abilities, as well as diversity and innovation brought by female leaders can increase the effectiveness of leadership policies.

Research on the influence of women's performance on leadership policy has been carried out in various organizational contexts. According to a study conducted by Sarna et al., (2023), women in leadership positions often demonstrate excellent performance, which in turn influences leadership policies in organizations. They found that women's leadership is often more collaborative and transformational, which has a positive impact on organizational policies and culture. Research by Salve, (2022) shows that companies with high representation of women at management level have more inclusive and results-oriented leadership policies. This research also found that women tend to pay more attention to aspects of employee welfare, which has a positive impact on the leadership policies implemented in the organization.

### ***The Influence of Work Experience on Leadership Policy***

The results of this research show that work experience has a positive and significant influence on leadership policies at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Extensive work experience helps leaders in developing a variety of managerial skills necessary to formulate and implement effective leadership policies. This managerial competency includes the ability to make decisions, problem solving and effective communication.

Leaders with extensive work experience have a deeper understanding of organizational culture, structure and dynamics. This understanding allows them to formulate leadership policies that better suit the needs and context of the organization. Diverse and extensive work experience helps leaders build confidence in making decisions and implementing leadership policies. This self-confidence is important to ensure that the policies implemented can be implemented firmly and consistently.

Concrete experiences and active reflection enable individuals to learn and develop better skills. Leaders who have extensive work experience tend to be better able to identify organizational needs and formulate relevant policies. Additionally, diverse work experiences contribute to the development of comprehensive leadership skills. Leaders with a wealth of experience are better able to navigate organizational complexities and implement effective policies.

Research by Xu et al., (2021) revealed that diverse work experiences enable leaders to develop better managerial skills and enhance their ability to lead effectively. In addition, research by Picot & Hou, (2023) suggests that extensive work experience helps leaders in building the confidence and competence necessary to implement successful leadership policies.

Based on the results of this research, it can be concluded that work experience has a positive and significant influence on leadership policies at the Social Service and P3A of East Luwu Regency. These results are consistent with previous research showing that work experience helps in developing managerial competence, organizational understanding, self-confidence, and leader flexibility and adaptability.

### ***The Influence of Employee Existence on Assignment of Positions***

The results of this research show that the existence of employees has a positive and significant influence on the provision of structural positions at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Employees who demonstrate high performance and significant contributions are more likely to be recognized and appreciated by leadership. This recognition is often realized in the form of promotions or giving structural positions, as a form of appreciation for their contributions.

Employees who have a strong presence usually show high commitment and loyalty to the organization. Organizations tend to give structural positions to employees who have strong commitment because they are considered capable of leading and maintaining organizational culture. Employees who are also actively involved in various activities and organizational decision-making processes tend to be better known by leaders and are considered to have good managerial abilities. This involvement increases their chances of obtaining structural positions.

According to research by Muhlisin et al., (2022), the existence of strong employees can increase their chances of obtaining structural positions. Employee existence is defined as active involvement, real contribution, and recognition of the performance provided by the organization. Research by Tanjung & Pardede, (2019) also found that employees who have a strong presence, characterized by high performance, commitment and loyalty to the organization, are more likely to be promoted to structural positions. Recognition of employee contributions is closely related to their career development in the organization, including the provision of structural positions.

From the findings of this research, organizations need to continue to support and recognize the existence of employees through reward programs, career development, and active involvement in organizational processes. This effort can help create a work environment that supports employee career development and ensures that structural positions are filled by competent and dedicated individuals, which will ultimately support the achievement of overall organizational goals.

### ***The Influence of Women's Performance on the Assignment of Positions***

The results of this research show that women's performance has a positive and significant influence on the provision of structural positions at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Women often adopt a collaborative and transformational leadership style, which encourages active participation and innovation within teams. This leadership style is very effective in creating a productive and

harmonious work environment, which in turn increases opportunities for promotion to structural positions.

Women who demonstrate high performance are more likely to be recognized and rewarded by organizations. This award often takes the form of promotion to a structural position, in recognition of their significant contribution to the organization. In addition, high-performing women often demonstrate extraordinary managerial abilities, including decision making, problem solving and effective communication. This ability makes them worthy of being given greater responsibility in structural positions.

High-performing women often have a positive impact on teams and organizations as a whole. They are able to create an inclusive and supportive work culture, which is critical to organizational success. This positive influence is recognized by leadership, which increases their chances of promotion to structural positions. The relationship between women's performance and the provision of structural positions can be explained through transformational leadership where women are considered to have the ability to inspire and motivate employees to achieve better results. This leadership style creates a supportive work environment, which influences promotion policies positively.

According to Hua et al., (2018), women in leadership positions often demonstrate excellent performance, which in turn increases their chances of being promoted to structural positions. This research found that women tend to adopt a collaborative and transformational leadership style, which is effective in a variety of managerial situations. Jha & Alam, (2022) also revealed that companies with high representation of women at management level tend to have more inclusive and performance-based promotion policies. This research shows that women's high performance contributes to increasing their chances of obtaining structural positions.

### ***The Influence of Work Experience on Assignment of Positions***

The results of this research show that work experience has a positive and significant influence on the provision of structural positions at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Extensive work experience helps employees develop the managerial skills necessary to lead and manage a team. These skills include decision making, problem solving, communication, and conflict management, which are essential for structural positions.

As work experience increases, employees gain a deeper understanding of the organization's culture, structure and processes. This knowledge allows them to formulate more effective strategies and make better decisions, thereby increasing their chances of being promoted to structural positions. Long and varied work experience provides evidence of the employee's ability and dedication.

Organizational leaders tend to have more confidence in employees who have a good track record and extensive experience, so they are more likely to be selected to fill structural positions. Over the years of work, employees build extensive professional networks, both inside and outside the organization. This network can provide support, information and opportunities that are useful for career development and job promotion.

According to research Andresen et al., (2022), extensive work experience allows individuals to develop better leadership skills, which in turn increases their chances of being promoted to structural positions. Krauss & Orth, (2022) also revealed that diverse work experiences help individuals overcome various managerial challenges, so that they are better prepared to take on higher roles in the organization.

Research by Täht et al., (2023) found that extensive work experience was positively related to career development and job promotion. This is due to the accumulation of knowledge, skills and professional networks gained over years of work, which makes individuals more competent and trusted to take on greater responsibilities.

### ***The Influence of Leadership Policy on the Assignment of Positions***

The results of this research show that leadership policies have a positive and significant influence on the provision of structural positions at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Clear and transparent leadership policies provide firm guidance regarding promotion criteria and processes. This ensures that structural positions are awarded based on performance and competency, not favoritism or other subjective factors. Leadership policies that focus on developing employee competencies, such as training and mentoring, help improve employee skills and knowledge. More competent and skilled employees have a greater chance of being promoted to structural positions.

Leadership policies are also able to support employee welfare and providing rewards for their achievements can increase motivation and job satisfaction. Motivated employees tend to show better performance, which can lead to promotion to structural positions. Fair and inclusive leadership policies increase employee commitment to the organization. Employees who feel appreciated and treated fairly will be more committed to contributing optimally, which increases their chances of obtaining a structural position.

The relationship between leadership policies and the provision of structural positions can be explained by the fact that motivational factors such as recognition and achievement play an important role in influencing job satisfaction and employee performance. Leadership policies that provide appropriate rewards and recognition can increase employee motivation and performance, which ultimately influences promotion to structural positions. Apart from that, leaders are able to inspire and motivate employees to achieve better results. Transformational leadership policies create a supportive work environment, which influences promotion decisions positively.

These results are consistent with previous research which shows that good leadership policies involve strategies that support the development of employee competence and potential. Inclusive and fair leadership policies increase employee motivation and commitment, which in turn influences promotion decisions to structural positions (Arief Kurniady et al., 2021; Tengku Syabaruddin et al., 2023).

Therefore, it is important for organizations to continue to improve and implement leadership policies that are fair, transparent, and focus on developing employee competencies. This effort can help create a work environment that supports employee career development and ensures that structural positions are filled by competent and dedicated individuals, which will ultimately support the achievement of overall organizational goals.

***The Influence of Employee Existence on the Assignment of Positions through Leadership Policy***

The results of this research show that the existence of employees has a positive and significant influence on the provision of structural positions through leadership policies at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Employees who demonstrate high performance and significant contributions are more likely to be recognized and appreciated by leadership. Leadership policies that prioritize recognition and appreciation for employee performance ensure that those with a strong presence have the opportunity to be promoted to structural positions.

Employees who have a strong presence usually show high commitment and loyalty to the organization. Leadership policies that support and respect this commitment ensure that highly committed employees receive promotions to structural positions. Employees who are actively involved in various activities and organizational decision-making processes tend to be better known by leaders and are considered to have good managerial abilities. Leadership policies that encourage this involvement ensure that employees with high involvement have a greater chance of gaining structural positions.

The existence of employees who are recognized by the organization is often accompanied by career development programs, such as training and mentorship. Leadership policies that support this development ensure that high-achieving employees receive the necessary training to prepare them to take on greater responsibilities in structural positions.

The relationship between employee existence and the provision of structural positions through leadership policies can be explained by the fact that motivational factors such as recognition and achievement play an important role in influencing job satisfaction and employee performance. Leadership policies that provide appropriate rewards and recognition can increase employee motivation and performance, which ultimately influences promotion to structural positions.

Employees who demonstrate high performance and loyalty to the organization are expected to receive commensurate rewards, such as promotion to structural positions. Fair and transparent leadership policies ensure that high employee standing translates into appropriate promotion opportunities. According to research by Zheng et al., (2021), the existence of strong employees can increase their chances of obtaining structural positions. Employee existence referred to here includes active involvement, real contribution, and recognition of the performance provided by the organization. Research by Gobillon et al., (2022) found that employees who have a strong presence, characterized by high performance, commitment and loyalty to the organization, are more likely to be promoted to structural positions.

***The Influence of Women's Performance on the Assignment of Positions through Leadership Policy***

The results of this research show that women's performance has a positive and significant influence on the provision of structural positions through leadership policies at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Women often adopt a collaborative and transformational leadership style, which encourages active participation and innovation within teams. Leadership policies that support this leadership style



ensure that women with high performance have the opportunity to be promoted to structural positions.

Women who demonstrate high performance are more likely to be recognized and rewarded by organizations. Leadership policies that prioritize rewards for performance ensure that those who excel have opportunities for promotion. High-performing women often demonstrate extraordinary managerial abilities, including decision making, problem solving and effective communication. Leadership policies that support the development of managerial abilities ensure that women with achievements are prepared to fill structural positions.

High-performing women often have a positive impact on teams and organizations as a whole. These leadership policies that support collaboration and positive contributions increase their chances of promotion to structural positions. The relationship between women's performance and the provision of structural positions through leadership policies can be explained through several theories, including stating that transformational leaders are able to inspire and motivate employees to achieve better results. Transformational leadership policies create a supportive work environment, which influences promotion decisions positively.

The results of this study are in line with research D'Agostino, (2015) which suggests that women in leadership positions often demonstrate excellent performance, which increases their chances of being promoted to structural positions. Additionally, research Hua et al., (2018) revealed that companies with high representation of women at management level tend to have more inclusive and performance-based promotion policies.

### ***The Influence of Work Experience on the Assignment of Positions through Leadership Policy***

The results of this research show that work experience has a positive and significant influence on the provision of structural positions through leadership policies at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Extensive work experience helps employees develop the managerial skills necessary to lead and manage a team. Leadership policies that support this development ensure that employees with rich work experience receive training and opportunities to enhance their skills, making them better prepared for structural positions.

As work experience increases, employees gain a deeper understanding of the organization's culture, structure and processes. Leadership policies that encourage continuous learning and reflection on work experiences increase the effectiveness of this understanding, which in turn increases employees' chances of being promoted to structural positions. Long and varied work experience provides evidence of the employee's ability and dedication. Transparent, performance-based leadership policies help ensure that this trust translates into fair, meritocratic promotion decisions.

These results are consistent with previous research which shows that work experience helps in developing managerial skills, organizational knowledge, trust from leaders, and extensive professional networks. Leadership policies that support this development ensure that work experience translates into fair, performance-based promotion opportunities (Krauss & Orth, 2022; Ratnawati et al., 2020). Therefore, it is important for organizations to support the development of employee work experience through job rotation, training and professional

development opportunities, as well as implementing leadership policies that are fair, transparent and focused on developing employee competencies. These efforts can help create leaders who are more effective and ready to take on greater responsibilities in structural positions, which will ultimately support the achievement of overall organizational goals.

### **Research Implications**

Leadership policies must be designed to support recognition and appreciation for the performance and contributions of all employees, including women and ASN with extensive work experience. This can include reward programs, performance-based promotions, and ongoing career development. Targeted training and development to improve the managerial and leadership skills of employees, especially women and ASN with extensive work experience, must be a priority. This training program should cover aspects such as decision making, problem solving, and effective communication.

The promotion process must be carried out transparently and fairly, with clear criteria and based on employee performance and real contribution. This will increase employee motivation and commitment to the organization. Employees must be encouraged to be actively involved in various organizational activities and decision-making processes. This involvement not only enhances their presence in the organization but also allows them to demonstrate their abilities and contributions.

Considering the significant influence of women's performance on the provision of structural positions, organizations must pay special attention to developing women's performance. This can be done through mentoring programs, leadership training specifically for women, and work policies that support work-life balance.

### **Conclusion**

This research aims to analyze the influence of the existence of State Civil Apparatus (ASN), women's performance, and work experience on the provision of structural positions through leadership policies at the East Luwu Regency Social and Women's Empowerment and Child Protection (P3A) Service. Overall, this research confirms that the existence of ASN, women's performance, and work experience have a positive and significant influence on the assignment of structural positions through leadership policies at the Social Service and P3A of East Luwu Regency. Therefore, it is important for organizations to implement leadership policies that support the recognition, development and promotion of high-achieving and committed employees. In this way, organizations can create an inclusive, fair and productive work environment, which supports goal achievement and overall performance improvement.

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