

THE EFFECT OF OPTIMISM, SELF-EFFICACY, AND WOMEN'S LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN PASURUAN DISTRICT GOVERNMENT WITH ASSERTIVE COMMUNICATION AS AN INTERVENING VARIABLE



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Abstract

The purpose of this study was to prove and analyze the influence of optimism, self-efficacy, and women's leadership style on employee performance in the Pasuruan Regency Government with assertive communication as an intervening variable. The type of research used is quantitative, with a population of 2001 respondents from 7 Pasuruan Regency Government Offices and a sample of 333 respondents. Data collection was carried out using a questionnaire via Google Form and measured using a Likert scale. The analysis technique used the Structural Equation Model (SEM) tool, and then the Partial Least Square (PLS) program was used. The results of this study indicate that: 1) Optimism has a significant positive effect on assertive communication in the Pasuruan Regency Government. 2) Optimism has a significant effect on the performance of Pasuruan Regency Government employees. 3) Self-efficacy has a significant positive effect on assertive communication in the Pasuruan Regency Government. 4) Self-efficacy has a significant positive effect on the performance of Pasuruan Regency Government employees. 5) Women's leadership style has a significant positive effect on assertive communication in the Pasuruan Regency Government. 6) Women's leadership style has a significant positive effect on the performance of Pasuruan Regency Government employees. 7) Assertive communication has a significant positive effect on the performance of Pasuruan Regency Government employees. The recommendation from this study is that the Pasuruan Regency Government is expected to optimize women's leadership style by encouraging training that focuses on assertive communication so that it can create a collaborative and productive work environment. This step can contribute significantly to improving employee performance and supporting the achievement of organizational goals.

Keywords: Optimism, Self-Efficacy, Women's Leadership Style, Assertive Communication, and Employee Performance

INTRODUCTION

HR (Human Resources) is one of the important factors in every organization in the world. The performance of each individual in the organization is expected to meet the goals and targets set by the organization or agency (Zhang et al., 2023). According to (Noe et al, 2023:03) human resource management refers to policies, practices, and systems that influence employee behavior, attitudes, and performance.

To improve employee performance, government agencies can take various steps, such as providing training, creating a comfortable working environment, providing adequate compensation, and providing motivation and education to employees. For an organization to operate efficiently and achieve its goals, the organization needs to ensure that employee performance is at an optimal level, which is characterized by reliable execution of tasks.

Local governments need employees who have good performance. Therefore, performance evaluation is needed to ensure that employees of an organization or company have met the standards and even exceeded the expected goals (Tumor, 2020). The following is a comparison of employee performance data based on the SAKIB value of Pasuruan Regency in 2022 and 2023.

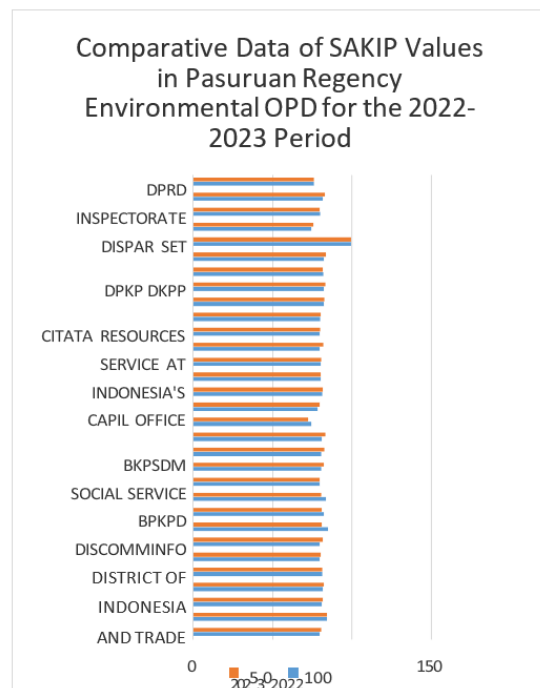


Figure 1.
Comparative Data on Sakib Values in OPD Pasuruan Regency

Based on comparative data on the SAKIP OPD Pasuruan Regency values for the 2022-2023 period, there is an increase or decrease in performance in several OPDs. The Inspectorate showed a significant increase in 2023 compared to 2022, indicating an improvement in their performance accountability. Most OPDs such as DISPERINDAG, DISPENDIKBUD, and DINKES showed a stable increase, although small. However, several OPDs such as DINASOS, DISNAKER, and DP3AP2KB showed stagnation or even a slight decrease, which can be the focus of future improvements to increase the effectiveness and efficiency of performance in the coming year.

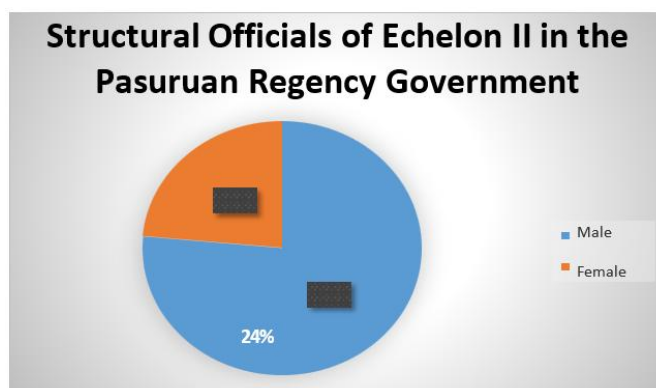


Figure 2.

Structural Officials of Echelon II in the Pasuruan Regency Government

The performance of employees in the Pasuruan Regency Government, which consists of 76% men and 24% women at the Echelon II structural official level, reflects a gender imbalance. This proportion can affect team dynamics, innovation, and decision-making. Men and women bring different approaches, so diversity can increase work effectiveness if managed well. To maximize employee performance, there needs to be a policy that supports gender equality and creates an inclusive work environment. Fair training and development for all employees is also important to create a collaborative culture, which can increase productivity and job satisfaction.

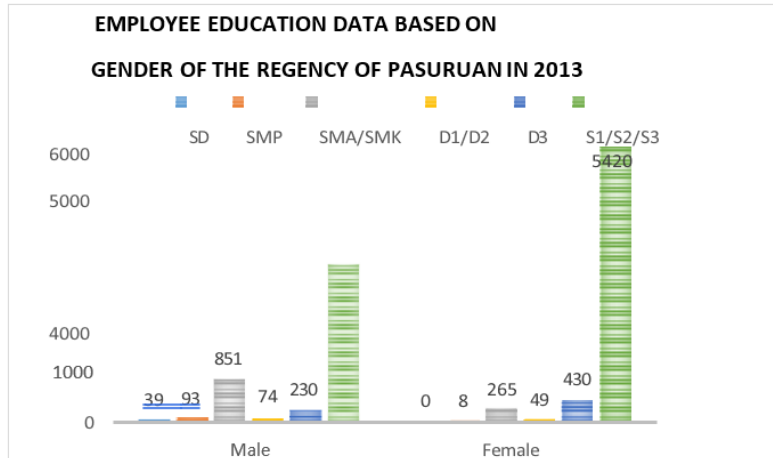


Figure 3.

Employee Education Data Based on Gender in Pasuruan Regency Government in 2023

Employee education data based on gender in the Pasuruan Regency Government in 2023 showed significant differences in education levels between male and female employees. Of the total 39 male employees with elementary school education, the number of employees with junior high school education increased to 93, while employees with high school education reached 851. In the higher education group, there were 74 employees with Diploma I/II, 230 employees with Diploma III, and 3,092 employees who had a Bachelor's, Master's, or Doctoral degree. In contrast, data on female employees showed no employees with elementary school education, but there were 8 employees with junior high school education and 265 employees with high school education. Diploma I/II education among women reached 49 employees, while Diploma III education amounted to 930, and those with Bachelor's, Master's, or Doctoral degrees reached 5,420 employees. This difference can affect employee self-efficacy and performance. Employees with higher education tend to have better knowledge and skills, so they can make a greater contribution to the organization. In addition, adequate education can increase employee motivation and self-confidence, which leads to increased individual performance. Therefore, local governments need to continue to facilitate the development of employee education so that overall organizational performance can improve.

Optimism is the belief that future events will have positive outcomes which is a habit of positive thinking with its conceptualization as a scope of biological variables where

optimism is considered as a result of a particular explanatory style and more on cognitive emphasis. Optimism is an individual's expectation that good things will happen. The main view of optimism is seen as the explanatory style and the dispositional (Marina & Utari, 2019).

Self-efficacy is closely related to human life habits that are based on principles of character such as integrity, humility, loyalty, self-boundary, courage, justice, patience, diligence, simplicity, and politeness that should be developed within oneself towards the outside (Yunika Komalasari, 2023). When employees are able and can understand themselves, both their shortcomings and strengths, then the employee will have a more realistic view in viewing the reality of the objects they face. Every level of efficiency and effectiveness of an organization is determined by the character of a leader. Leaders as one of the resources in an organization must be able to increase the efficiency and effectiveness of an organization that is their responsibility. For this reason, leaders are needed who have the ability to maximize this. One factor that is considered to be able to maximize this is the female leadership factor. In terms of leadership, the position of women is still faced with the opposite of the position of men. The philosophy of men as leaders is strongly believed in and upheld even in the culture and five existing beliefs. Women are considered to lack the authority to lead men. Men are considered to be strong while women are considered to be weak, making women considered not to have the strength to support heavy tasks and responsibilities (Muzakki, 2020).

Leadership style is an activity that influences people to try to achieve group goals voluntarily. Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Marina & Utari, 2019). (Gender differences are seen in masculine and feminine leadership styles (Kartini, 2009). The masculine leadership style has power over nuance, meaning that the leadership style emphasizes the power to lead subordinates. The feminine leadership style is a form of active leadership which is one of a process where the leader is a caretaker for others, a steward, or a carrier of experience (Mayasari, 2016).

Assertive communication is communication is a process of exchanging information between individuals through a common system, either with symbols, signals, or behavior or actions (Muhammad Ihsan Nidel, 2021). Meanwhile, according to (Saputri & Pamikatsih, 2020) assertive communication is a process of transmitting information carried out between individuals to understand the contents of the information sent. With communication, fellow employees can more easily cooperate, leaders can convey important information in the form of work instructions and company goals, and employees can ask about how to complete work to leaders if they feel unclear. Smooth communication between leaders and employees can produce maximum work results for employees so that their performance will increase.

Employee performance is a comparison between the results (output) obtained with the total resources (input) used in a certain period. According to (Kawiana, I, G, 2020) performance is the work results achieved by a person in carrying out their duties following the standards and criteria set for the job. Performance assessment is part of the evaluation performance which is the basis for mapping the human resources needed by the organization (Karepesina, 2023). (Wahyuni, S. R & Nirmala, 2023) explained that employee performance is work achievement, which measures individual work results with predetermined standards. This reflects the extent to which an employee is successful in carrying out their duties. Employee performance evaluations are usually carried out periodically by superiors, and the results can be used to provide feedback, and awards, and assist in employee development.

The main reason for researching this title is to explore the quality of women's leadership in the context of government. Given that data shows that the number of female employees with higher levels of education compared to male employees, this quality of education is expected to contribute to their leadership abilities. In many organizations, effective leadership can affect employee motivation and performance.

Through this study, it is expected to find out how employees' optimism and self-efficacy, as well as women's leadership styles, play a role in improving employee performance. In addition, assertive communication as an intervening variable can provide deeper insight into how interactions between employees and leaders can strengthen individual and team performance. By understanding this relationship, it is hoped that the Pasuruan Regency Government can formulate better strategies to optimize employee

performance, especially in utilizing the potential of women's leadership which has been proven to be superior in terms of education.

REVIEW OF LITERATURE

Human Resource Management

Human resource management is the science and art of managing the relationship and role of the workforce to be effective and efficient and to help realize the goals of the company, workforce, and society Hasibuan (2019:10). Science here means that HR contains theoretical and scientific concepts that can be practiced through the art of management itself. Meanwhile, according to Sadikin, (2020:161) human resource management is a strategic and coherent approach to managing the organization's most valuable assets, namely the people who work there who individually and collectively contribute to achieving its goals.

Optimism

According to Syarafina et al., (2019:119), optimism is a belief that everything that happens now is a good thing that will provide hope in the future according to what we dream of. When facing a difficulty, an optimistic person believes that difficulties are good for self-development and behind it, there must be an opportunity to achieve hope. According to Waskito, (2013:234), optimism is a characteristic of a person's life who has faith which is the secret behind success in every struggle. Optimism causes the birth of belief; from belief arises awareness; from awareness gives birth to amaliah and from amaliah the expected results will be achieved.

Self Efficacy

Self-efficacy reflects a person's belief in their personal efficacy Bandura, (2019:7). There are several factors that influence an individual's general outlook on life such as self-esteem, self-concept, etc. By developing and building self-esteem, employees can increase their strength in dealing with frustration and gain self-confidence. Thus, it can be seen that self-efficacy plays an important role in changing and influencing individual behavior Cherian, Jacob, (2013:80).

Women's Leadership Style

Leadership style is a way used by leaders to interact with their subordinates. A leader influences the behavior of subordinates to cooperate and work productively to achieve organizational goals. According to Danim, (2010:6) said that leadership is every action carried out by individuals or groups to coordinate and provide direction to individuals or groups that are included in a certain container to achieve previously set goals. Hasibuan, (2017:170) said that leadership style is the way a leader influences subordinates that aims to encourage high work enthusiasm, job satisfaction, and employee productivity to achieve maximum company goals.

Assertive Communication

Assertive communication is a way of expressing thoughts, feelings, and words from the communicator's point of view or conveying the message in a clear and direct manner but still respecting the opinions of the communicant or other party receiving the message Sampe Tondok et al., (2022:90). This assertive communication is also honest, active and leads to a win-win solution. This form of communication encourages honest and open relationships.

According to Lawasi, ES & Triatmanto, (2020), assertive communication is the process of sending messages through various modes or transmission methods that can be adjusted to ensure the importance of the message being conveyed and a shift from verbal to non-verbal notes. If the meaning of the message is not well understood by the recipient, then feedback will not occur.

Employee Performance

Employee performance is the result of work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization Sutrisno, (2019:123). Thus, performance is the quality and quantity of output from employee work. Employee performance is a fixed variable that is often paired with various independent variables that influence it such as motivation, compensation, work environment, etc. According to Hamali Hamali 2016:98) employee performance is the result of work that has a strong relationship with the organization's strategic goals, consumer satisfaction and contributes to the economy.

RESEARCH METHOD

This research is quantitative research using a causal explanatory approach. Respondents in this study were 7 Pasuruan Regency government agencies totaling 333 people who were selected through purposive sampling techniques from a population of 2001 people. The data collection technique in this study used a Likert scale through the distribution of gform. Furthermore, the data obtained will be analyzed using SEM PLS 3.0 and SPSS version 25. PLS analysis is a multivariate statistical technique that compares two dependent variables and two independent variables. The purpose of PLS is to predict the effect of variable X on Y and explain the theoretical relationship between the two variables.

RESULTS AND DISCUSSION

Average Variance Extracted

Research in validity testing is measured by comparing the AVE (Average Variance Extracted) value for each construct with the correlation between other constructs in the model. The AVE value must be > 0.50 or the p-value is smaller than the significance level of 5%. The results of data acquisition show the AVE value for each indicator with the provision of a value > 0.5 to be declared valid or feasible. Furthermore, reliability testing can be carried out on all research variables. The results of composite reliability measurements show that each variable has a reliability value > 0.70 . This means that all research variables are declared reliable and feasible to use to continue the research analysis.

Table 1.
Average Variance Extracted Results

	Average Variance Extracted (AVE)
Optimism	0.609
Self Efficacy	0.686
Women's Leadership Style	0.625
Assertive Communication	0.596
Employee Performance	0.613

Source: data processed by SmartPLS 2024

The data in the table shows that the AVE value of each construct is > 0.5 , therefore there is no validity problem of convergent validity in the model being tested, so the constructs

in this research model can be said to have good discriminant validity, thus it can be concluded that the construct is valid and meets the requirements for further research.

Composite Reliability

Table 2.
Composite Reliability Results

	Composite reliability (rho_c)
Optimism	0.949
Self Efficacy	0.956
Women's Leadership Style	0.909
Assertive Communication	0.922
Employee Performance	0.941

Source: data processed by SmartPLS 2024

The table above shows that the composite reliability value for all constructs is >0.7, thus stating that all constructs in the estimated model meet the internal consistency reliability criteria.

Cronbach's Alpha

Table 3.
Cronbach's Alpha Results

	Cronbach's Alpha
Optimism	0.941
Self Efficacy	0.949
Women's Leadership Style	0.880
Assertive Communication	0.903
Employee Performance	0.930

Source: data processed by SmartPLS 2024

Based on the results in Table 3, the Cronbach's Alpha value of all variables has a value of >0.7. So, this result shows that the variables in this study are stated in each variable has a high level of reliability or it can be said that the variables have met the reliability test requirements.

Multicollinearity Test

Table 4.
Collinearity Statistics (VIF) Values

	Assertive Communication	Employee Performance
Optimism	1,490	1,440
Self Efficacy	1,606	1,879
Leadership Style Woman	1,738	1,611

Assertive Communication	1,851	
Employee Performance		

Source: data processed by SmartPLS 2024

The calculation results in the table show that this study has a VIF value <5, so all indicators do not experience multicollinearity problems. Outer model measurement is a stage used to evaluate validity and reliability.

R-Square

Table 5.
R-Square Value

	R-Square	R-Square Adjusted
Assertive Communication	0.668	0.664
Employee Performance	0.460	0.455

Source: data processed by SmartPLS 2024

The table shows the r-square value adjusted employee performance of 0.455 means the variability of employee performance contracts that can be explained by optimism, self-efficacy, and female leadership style is 45.5% for endogenous latent variables, while 55.5% is explained by other variables, one of which is assertive communication which acts as an intervening variable contained in this study. The r-square value adjusted profitability is 0.664 which means the variability for the assertive communication construct that can be explained by optimism, self-efficacy, and female leadership style is 66.4% for latent variables, while 33.6% is explained by other variables not contained in this study.

Hypothesis Testing

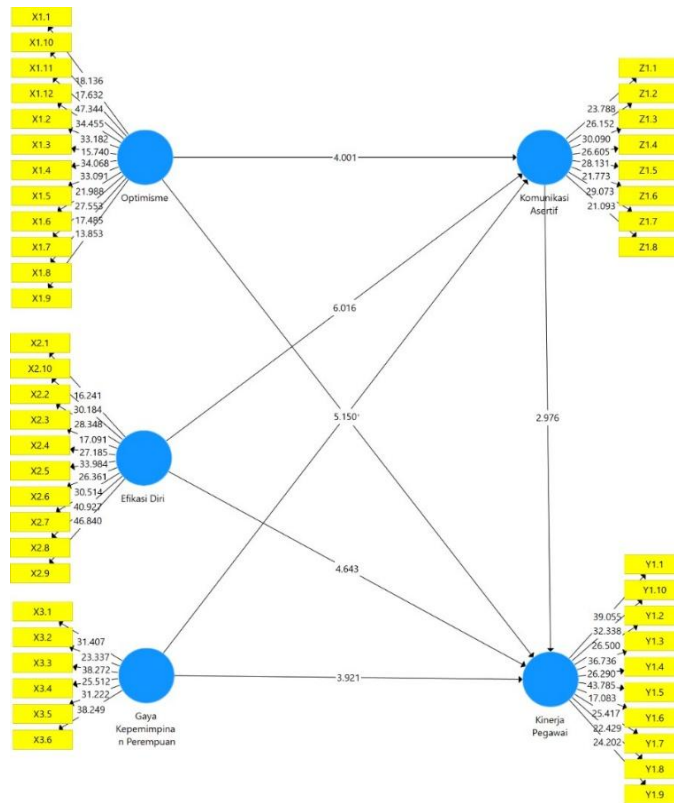


Figure 1.
Inner Loading

Source: data processed by SmartPLS 2024

Table 6.
Hypothesis Test Results

Hypothesis	Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Information
Hypothesis 1	Optimism-> Assertive Communication	0.165	0.168	0.041	4.001	0.000	Significant
Hypothesis 2	Optimism->Employee Performance	0.174	0.168	0.053	3.267	0.001	Significant

Hypothesis 3	Self-Efficacy -> Assertive Communication	0.384	0.385	0.064	6.016	0.000	Significant
Hypothesis 4	Self Efficacy -> Employee Performance	0.298	0.297	0.064	4.643	0.000	Significant
Hypothesis 5	Women's Leadership Style-> Assertive Communication	0.261	0.263	0.051	5.150	0.000	Significant
Hypothesis 6	Women's Leadership Style-> Employee Performance	0.227	0.226	0.058	3.921	0.000	Significant
Hypothesis 7	Assertive Communication-> Employee Performance	0.305	0.311	0.103	2.976	0.003	Significant

Source: data processed by SmartPLS 2024

The table above contains the results of the direct effect through the path coefficient as follows:

1. The results of the variable testing for H1, it can be concluded that optimism has a significant positive effect on assertive communication with a t-statistic value of $4.001 > 1.96$ and p-values of $0.000 < 0.05$. Based on the calculation and analysis of the path coefficients, H1 is accepted.
2. The results of the variable testing for H2, it can be concluded that optimism has a significant positive effect on employee performance with a t-statistic value of $3.267 > 1.96$ and p-values of $0.001 < 0.05$. Based on the calculation and analysis of the path coefficients, H2 is accepted.

3. The results of the variable testing for H3, it can be concluded that self-efficacy has a significant positive effect on assertive communication, with a t-statistic value of $6.016 > 1.96$ and p-values of $0.000 < 0.05$. Based on the calculation and analysis of the path coefficients, H3 is accepted.
4. The results of the variable testing for H4, it can be concluded that self-efficacy has a significant positive effect on employee performance, with a t-statistic value of $4.643 > 1.96$ and p-values of $0.000 < 0.05$. Based on the calculation and analysis of the path coefficients, H4 is accepted.
5. The results of the variable testing for H5, it can be concluded that women's leadership style has a significant positive effect on assertive communication, with a t-statistic value of $5.150 > 1.96$ and p-values of $0.000 < 0.05$. Based on the calculation and analysis of the path coefficients, H5 is accepted.
6. The results of the variable testing for H6, it can be concluded that women's leadership style has a significant positive effect on employee performance, with a t-statistic value of $3.921 > 1.96$ and p-values of $0.000 < 0.05$. Based on the calculation and analysis of the path coefficients, H6 is accepted.
7. The results of the variable testing for H7, it can be concluded that assertive communication has a significant positive effect on employee performance, with a t-statistic value of $2.976 > 1.96$ and p-values of $0.003 < 0.05$. Based on the calculation and analysis of the path coefficients, H7 is accepted.

The Influence of Optimism on Assertive Communication

The results of the variable testing can be concluded that optimism has a significant positive effect on assertive communication with a statistical value of $4.001 > 1.96$ and p-values $0.000 < 0.05$, which means that the test results show that optimism encourages employees to convey ideas, firmly, and constructively. Because optimistic individuals tend to be confident, open and have a positive outlook in interacting. Thus, the hypothesis stating that optimism has a significant positive effect on assertive communication (H1) is accepted.

According to Syarafina et al., (2019:119), optimism is a belief that everything that happens now is a good thing that will provide hope in the future according to what we dream

of. This is in line with the research of Anna Marina & Puti Annisa Utari, (2022) which found that the role of optimism has a significant positive effect on assertive communication.

Optimistic individuals tend to have a positive outlook on challenges, self-confidence, and the ability to manage emotions effectively. This makes it easier for them to express opinions or ideas clearly, firmly, and respectfully, which is the essence of assertive communication. Optimistic employees are better able to deal with conflict constructively, be open to criticism, and motivate themselves and their colleagues to achieve common goals. The statistically significant test results strengthen this relationship, indicating that optimism is an important element in creating a productive and harmonious work environment.

The Influence of Optimism on Employee Performance

The results of the variable testing can be concluded that optimism has a significant positive effect on employee performance with a statistical value of $3.267 > 1.96$ and p-values $0.001 < 0.05$, which means that the test results show that the higher the employee's optimism, the better the performance produced, indicating a close relationship between the two. Thus, the hypothesis stating that optimism has a significant positive effect on employee performance (H2) is accepted.

According to Waskito, (2013:234), optimism as a characteristic of a person's life who has faith is the secret behind success in every struggle. This is in line with research (Wahyu Wulandari, 2020) which found that the role of optimism has a significant positive effect on employee performance. This shows that an optimistic attitude can significantly improve work results.

Optimism reflects an individual's belief that they are capable of facing challenges and achieving goals positively. In the context of employee performance, optimism is an important factor because it can affect motivation, work spirit, and resilience when facing pressure or difficulties. Optimistic employees tend to see opportunities rather than obstacles, seek creative solutions, and work more effectively. This attitude encourages them to stay focused on the desired results, even when faced with difficult situations. Thus, optimism not only impacts individual productivity but also creates a work atmosphere that supports collaboration and innovation. Statistically, the results of the study showed a significant positive effect indicating a strong relationship between optimism and performance. This

means that companies need to encourage an optimistic attitude through training, motivation, and a supportive work environment.

The Influence of Self-Efficacy on Assertive Communication

The results of the variable testing can be concluded that self-efficacy has a significant positive effect on assertive communication with a statistical value of $6.016 > 1.96$ and p -values $0.000 < 0.05$, which means that the test results show that individual confidence in their abilities increases their courage and skills in expressing opinions clearly and firmly. Individuals with high self-efficacy tend to be more confident in communicating, resolving conflicts, and maintaining effective interpersonal relationships. Thus, the hypothesis stating that self-efficacy has a significant positive effect on assertive communication (H3) is accepted.

Self-efficacy is defined as the belief that individuals have in their ability to carry out certain expected tasks or behaviors and to influence their environment effectively and successfully. According to Maryam (2018:47), self-efficacy includes the expectation that a person can face challenges, manage difficult situations, and achieve goals through consistent and directed efforts. This belief is an important factor in determining the extent to which a person feels able to control and influence the outcomes of their actions. Self-efficacy reflects not only self-confidence but also the individual's readiness to adapt and act with the right strategy in various situations. This has a significant impact on a person's motivation, persistence, and success in achieving their goals.

Individual confidence in their abilities plays an important role in successful communication. Employees with high self-efficacy tend to be more confident in expressing their opinions firmly, clearly, and respecting the rights of others. This increases the effectiveness of communication in decision-making, conflict resolution, and coordination between employees. With assertive communication, work efficiency in government can be improved, creating a more collaborative and professional environment. Self-efficacy encourages employees to face communication challenges with a positive attitude and constructive solutions.

The Influence of Self-Efficacy on Employee Performance

The results of the variable testing can be concluded that self-efficacy has a significant positive effect on employee performance with a statistical value of $4.643 > 1.96$ and p-values $0.000 < 0.05$, which means that the test results show that individual beliefs in their abilities have a close relationship with increased performance. This result means that employees who have high self-efficacy tend to be more confident in completing tasks, facing challenges, and achieving organizational goals. Strong self-efficacy also encourages employees to work more effectively, proactively, and committedly, which ultimately has a positive impact on organizational productivity and success. These results emphasize the importance of increasing self-efficacy through employee training and development. Thus, the hypothesis that self-efficacy has a significant positive effect on employee performance (H4) is accepted.

According to Ginanjar, (2007:85), self-efficacy is an individual's belief in their capacity to achieve certain goals by utilizing their potential, skills, and resources. This is in line with research by (Trisnawati & Indriani, 2023), (Inolla Octarina, 2023), and (Muzakki, 2020) which found that self-efficacy has a significant positive effect on employee performance. This shows that an optimistic attitude can significantly improve work results.

Self-efficacy has a significant positive effect on employee performance in the Pasuruan Regency government. Employees who believe in their abilities tend to be more productive, proactive, and motivated to complete tasks well. This self-confidence encourages them to face challenges, find solutions, and achieve work targets effectively. The results of this study showing a significant effect confirm that self-efficacy is a key factor in improving individual and organizational performance. The government can support employee self-efficacy through training, skills development, and the creation of a motivating work environment so that public services become more optimal and professional.

The Influence of Women's Leadership Style on Assertive Communication

The results of the variable testing can be concluded that women's leadership style has a significant positive effect on assertive communication with a statistical value of $5.150 > 1.96$ and p-values $0.000 < 0.05$, which means that women's leadership, which tends to prioritize empathy, collaboration, and a communicative approach, improves assertive communication skills. Assertive communication involves expressing opinions firmly but still

respecting others, and women's leadership style supports the creation of an environment that encourages openness and mutual understanding. These results underline the important role of women's leadership in creating effective and harmonious communication in the workplace. Thus, the hypothesis stating that women's leadership style has a significant positive effect on assertive communication (H5) is accepted.

Hasibuan, (2017:170) said that leadership style is an approach used by a leader in influencing subordinates to achieve organizational goals. This leadership style aims not only to encourage work passion but also to increase employee satisfaction and productivity so that they can make the best contribution. Leaders with an effective leadership style are able to create a positive work environment, motivate subordinates to work with high commitment and maximize their potential. Thus, leadership style plays an important role in ensuring that company goals are achieved optimally through synergy between the leader's vision and subordinate performance.

Female leadership is often associated with listening skills, empathy, and a collaborative approach that can create an inclusive and supportive work environment. This has a major influence on assertive communication, where individuals can convey opinions or ideas clearly, and firmly, and still respect the views of others. Female leadership also encourages an open work culture, so that subordinates feel comfortable communicating without fear of pressure. The resulting assertive communication strengthens the effectiveness of coordination between employees and improves constructive conflict resolution. These results indicate that women's leadership style not only affects individual performance but also improves overall work dynamics.

By harnessing these strengths, governments can create a more productive and professional environment.

The Influence of Women's Leadership Style on Employee Performance

The results of the variable testing can be concluded that women's leadership style has a significant positive effect on employee performance with a statistical value of $3.921 > 1.96$ and p-values $0.000 < 0.05$, which means that the test results show that women's inclusive, empathetic, and communicative leadership style can create a supportive and empowering

work environment for employees. Thus, the hypothesis stating that women's leadership style has a significant positive effect on employee performance (H6) is accepted.

According to Danim, (2010:6) said that leadership is any action carried out by an individual or group to coordinate and provide direction to individuals or groups that are included in a certain container to achieve previously set goals. This is in line with research (Muzakki, 2020), (Marina & Utari, 2019), (Pratiwi et al., 2020) which found that women's leadership style has a significant positive effect on employee performance.

Female leaders tend to adopt a more inclusive, empathetic, and communicative approach to leadership, which can create a more harmonious and supportive work environment. With a leadership style that prioritizes collaboration, female leaders can build closer relationships with employees, increase trust, and motivate them to perform better. This approach also encourages employee empowerment, especially in taking initiative and participating in decision-making. In addition, female leaders often pay more attention to employee welfare and needs, which results in increased job satisfaction and loyalty. All of these factors contribute to improved employee performance, which in turn can support the achievement of organizational goals more effectively and efficiently in the Pasuruan Regency government.

The Influence of Assertive Communication on Employee Performance

The results of the variable testing can be concluded that assertive communication has a significant positive effect on employee performance with a statistical value of $2.976 > 1.96$ and p-values of $0.003 < 0.05$, which means that the test results show that assertive communication, which prioritizes conveying opinions clearly and firmly without harming others, has a positive effect on employee performance. This approach increases understanding, reduces conflict, and facilitates better collaboration between employees. As a result, employees feel more appreciated and motivated to work more optimally. Thus, the hypothesis stating that assertive communication has a significant positive effect on employee performance (H7) is accepted.

According to Lawasi, ES & Triatmanto, (2020) assertive communication is the process of sending messages through various modes or transmission methods that can be adjusted to ensure the importance of the message being conveyed and a transition from verbal

to non-verbal notes. If the meaning of the message is not well understood by the recipient, feedback will not occur. This is in line with research (Noor et al., 2021) which found that assertive communication has a significant positive effect on employee performance.

Leaders and employees who implement assertive communication are able to convey messages clearly, openly, and firmly, without harming others. This increases mutual understanding of tasks and responsibilities, reducing the potential for miscommunication that often causes errors or confusion for employees. With assertive communication, employees feel more appreciated and listened to, which increases their self-confidence and motivation in working. In addition, open communication encourages more effective collaboration between work units, creating a more transparent and productive work environment. When employees are able to communicate well and respect each other, their performance becomes more optimal. Therefore, the implementation of assertive communication can contribute greatly to improving employee performance in the Pasuruan Regency Government

CONCLUSION

Based on the research results and research limitations, the suggestions that can be given to further researchers are:

1. The Pasuruan Regency Government is expected to optimize women's leadership styles by encouraging training that focuses on assertive communication, so as to create a collaborative and productive work environment. This step can contribute to significantly improving employee performance and support the achievement of organizational goals.
2. Further researchers are expected to add other independent variables, such as organizational culture or work motivation, which are relevant in the context of government. This aims to gain a broader understanding of the factors that influence employee performance comprehensively.

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