



Pena International Journal of Modern Law, Policy and Governance

Journal homepage:
<https://penacendekia.com.my/index.php/pijmlpg/index>
ISSN: 3120-3124



Analysis of Public Policy, Leadership Gender Diversity, and Project Management for Sustainable Workplace in Indonesia

Fatima Nur Azizia^{1,*}, Ghazy Tsaqif Suwailim¹, Muhkamat Anwar²

¹ Boma Bisma Indra, Surabaya, Indonesia

² Ministry of Finance, Jakarta, Indonesia

ARTICLE INFO

Article history:

Received 10 August 2026

Received in revised form 28 September 2026

Accepted 28 September 2026

Available online 29 September 2026

Keywords:

gender diversity; public governance; public sector; sustainable development; leadership

ABSTRACT

This study analyses how public policy, gender diversity in leadership, and project management practices impact sustainable workplaces in public sector organisations. It emphasises how gender-diverse leadership structures can contribute to good governance practices and sustainable development outcomes. A cross-sectoral quantitative approach was employed in this study, employing a survey of public sector employees in Indonesia. Public governance was measured using previously conducted governance studies, while the indicator variable for gender diversity in leadership was new. Data were analysed using SPSS. The results indicate that public governance has a positive impact on sustainable development, and that gender diversity in leadership can foster inclusive decision-making, broader stakeholder representation, and innovation within organisations. This study has limitations, including its cross-sectoral design and its overly specific context within public institutions. Further research is expected to require an in-depth investigation of gender challenges in organisations, particularly across sectors other than just the public sector, and can provide impact through long-term value and can impact sustainable policy improvement.

1. Introduction

Public policy has evolved beyond regulatory compliance and good governance to place greater emphasis on the transition toward a low-carbon economy, responsible resource management, and socially responsive institutions. This shift has increased the need for governance systems that integrate sustainability principles into policy design, implementation, and evaluation. Sustainable development depends not only on technological innovation but also on coherent public policies, accountable governance, and leadership that promotes participation and shared responsibility. Sustainable leadership, in particular, can contribute to sustainable project performance through mechanisms such as knowledge integration and supportive top-management values [34]. Consequently, public organizations are increasingly expected to consider environmental, social, and organizational performance, making sustainable workplace development an important strategic consideration, particularly in public sector development programs [14].

* Corresponding author.

E-mail address: nuraziziaf@gmail.com

Previous studies have highlighted the important role of leadership in promoting organizational sustainability. Inclusive leadership has been associated with employee engagement and project success [18], while sustainable leadership has been linked to sustainable project performance through knowledge integration [34]. Similarly, sustainable project management has been examined as an important determinant of project success within public sector development programs, with sustainable leadership playing a moderating role in this relationship [14]. Collectively, these findings suggest that leadership and management practices are important mechanisms through which sustainability objectives can be translated into organizational practices.

Despite these contributions, the existing literature remains fragmented. Previous studies have examined leadership and sustainability from organizational, behavioral, and project-management perspectives, including employee engagement [18], knowledge integration [34], and sustainable project management [14]. However, relatively limited attention has been given to integrating these perspectives with the broader public policy and governance context. In public sector organizations, institutional structures and policies provide an important context within which organizational decisions and sustainability practices are implemented. Consequently, the interaction among public policy governance, leadership, and sustainable workplace development warrants further investigation.

This gap is particularly important in the context of broader sustainable development objectives, where public sector organizations serve as major employers and implementers of development programs. Integrating sustainability into governance and workplace practices therefore represents an important organizational challenge. Existing research on public sector development programs has demonstrated the relevance of sustainable project management and sustainable leadership to project success [14], while studies of sustainable leadership further emphasize the importance of organizational knowledge and management values in supporting sustainable project performance [34]. These findings provide a basis for examining sustainability not only at the project level but also within the broader governance and workplace context.

Therefore, this study investigates the relationships among public policy, inclusive leadership, sustainable project management, and sustainable workplace development within the public sector. By integrating public governance and leadership perspectives into a single analytical framework, this research seeks to extend the current sustainability literature beyond organization-level explanations and examine how policy structures and managerial practices jointly support sustainable organizational transformation. The findings are expected to contribute to the public administration and sustainable management literature while providing practical insights into governance frameworks and management practices that support long-term organizational sustainability.

2. Literature Review and Hypothesis Development

2.1 Literature Review

2.1.1 Public Policy Analysis Theory

Public policy analysis continues to draw heavily on institutional theory, which remains a central tool for describing the linkages, networks, and couplings between institutions as they cope with fragmentation and asymmetries between public problems and public jurisdictions [22]. Public administration research is still shaped by the three dominant institutional perspectives: rational choice, historical, and sociological institutionalism [9]. Recent scholarship has pushed to sharpen this lens further, cautioning against an unnecessary inflation of institutional theory's scope and instead redirecting attention toward how institutional pressures, constraints, and inertia shape administrative reforms and organizational change [1]. This is echoed in newer conceptual work

arguing that existing frameworks struggle to capture the non-linear dynamics introduced by political will throughout the policy-making process, calling for more comprehensive and adaptable models of policy formulation and analysis [15].

2.1.2 Leadership Gender Diversity Theory

Upper Echelons Theory remains the dominant lens for understanding how leadership composition shapes strategic outcomes, with the theory's core premise that executives' cognitive base, values, and characteristics influence strategic choices still being extended and refined in recent studies [20]. Newer applications specifically link gender diversity in senior leadership to organizational innovation and ESG-related outcomes: female CEOs have been found to significantly enhance green innovation, an effect that holds consistently across Asian contexts as well [17]. This body of work also confirms Kanter's critical mass logic empirically, research on Indian firms shows that gender diversity's effect on firm performance becomes significantly stronger once a critical mass of women directors is reached on the board. At the same time, scholars caution that much of this literature still relies on surface-level measures of gender diversity and call for research that considers the intersection between surface-level and "deep" diversity within leadership teams [29].

2.1.3 Project Management for Sustainability Theory

Recent literature continues to build on the Triple Bottom Line as the anchor framework for sustainable project management, with newer reviews noting that TBL has matured from a purely theoretical construct into an increasingly actionable framework tied to circular economy, life-cycle assessment, and climate-impact considerations [7]. Within project management specifically, Silvius and Schipper's updated work develops a conceptual model mapping how different dimensions of sustainability affect project success criteria, showing positive relationships between sustainability integration, stakeholder satisfaction, and controlled project execution [23]. Complementary field research identifies concrete sustainable project management practices, including environmental efficiency, regulatory compliance, social responsibility, and continuous improvement, as the mechanisms through which sustainability is embedded into project execution [25].

2.1.4 Sustainable Workplace Theory

Beyond project-level sustainability, a distinct body of theory addresses sustainability as a workplace-level, behavioral phenomenon. Employee Green Behavior (EGB) theory frames environmental sustainability as an outcome co-produced by employees, defined as the scalable action's employees take that contribute to (or detract from) an organization's environmental performance [28]. This has become one of the most active streams in organizational psychology, with recent reviews positioning EGB as the core mechanism through which organizations become environmentally sustainable, rather than sustainability existing only as a stated policy [33]. A Person-Environment (P-E) fit perspective further explains variation in this behavior, showing that employees' environmental characteristics interact with the environmental characteristics of their jobs to shape their engagement in green behavior [8]. Complementing this individual-level lens, Green Human Resource Management (GHRM) theory, often integrated with Ability-Motivation-Opportunity and Social Identity theories, explains how organizational systems, leadership, culture, and HR practices jointly shape workplace pro-environmental behavior [10]. Within this stream, green transformational leadership has been identified as a key driver, cultivating employees' personal green values and green

creativity [2]. Finally, the Stimulus-Organism-Response framework offers a psychological mechanism for these effects, showing that organizational culture and green empowerment shape workplace green behavior indirectly, through their effect on employees' environmental self-identity [31].

2.1.5 Integrated Conceptual Framework

Synthesizing these four theoretical streams, the framework for this research positions public policy analysis as the external regulatory and institutional context, shaped by non-linear political dynamics rather than a fixed policy cycle, within which organizations design workplace and project practices. Leadership gender diversity functions as an internal strategic capability: recent evidence linking female leadership to green innovation and ESG performance suggests gender-diverse leadership teams are more inclined toward sustainability-oriented decision-making, particularly once a critical mass threshold is reached in the boardroom. This leadership orientation operates on two connected levels. At the project level, it shapes project management for sustainability, translating strategic intent into operational practices, environmental efficiency, compliance, and stakeholder engagement that determine measurable project outcomes across the Triple Bottom Line. At the workplace level, it shapes the organizational climate (through GHRM systems and green transformational leadership) that either enables or constrains employee green behavior, the everyday actions through which sustainability is actually enacted on the ground.

In this integrated model, public policy sets the enabling conditions; gender-diverse leadership sets the strategic and cultural orientation toward sustainability; sustainable project management operationalizes that orientation into project-level deliverables; and workplace-level employee green behavior operationalizes it into day-to-day organizational practice. The framework thus proposes that sustainable workplace outcomes are not produced by any single factor, but emerge from the alignment of external policy context, internal leadership diversity, and two parallel operational mechanisms project execution and employee behavior that together determine whether an organization achieves genuine, measurable sustainability performance.

2.2 Hypotheses Development

Public Governance Theory holds that current institutional arrangements shape leadership norms, requiring the integration of accountability, participation, and clarity of purpose within public sector organizations. Modern governance reform rests on the characteristics of effective public administration, such as transparency, stakeholder participation, and collective decision-making [34]. When policymaking institutions establish consultation mechanisms and participation standards, policymakers are expected to engage inclusively. Empirical studies find that governance contexts marked by systematic control and strategic alignment are more likely to support leadership practices grounded in fairness and openness [34]. Within governmental settings, explicit regulatory requirements and operational policies should reduce ambiguity, while policymakers are expected to involve diverse stakeholders in organizational work [14]. Furthermore, inclusive leadership linked to environments that foster psychological safety and shared responsibility can be reinforced by governance systems that prioritize accountability and ethical behavior [13]. Governance, therefore, should not be treated as separate from leadership behavior, but must be understood in relation to institutional constraints and opportunities. Accordingly, inclusive leadership orientation tends to develop through policy frameworks centered on sustainability, equity, and transparency. Based on this, the study hypothesizes that:

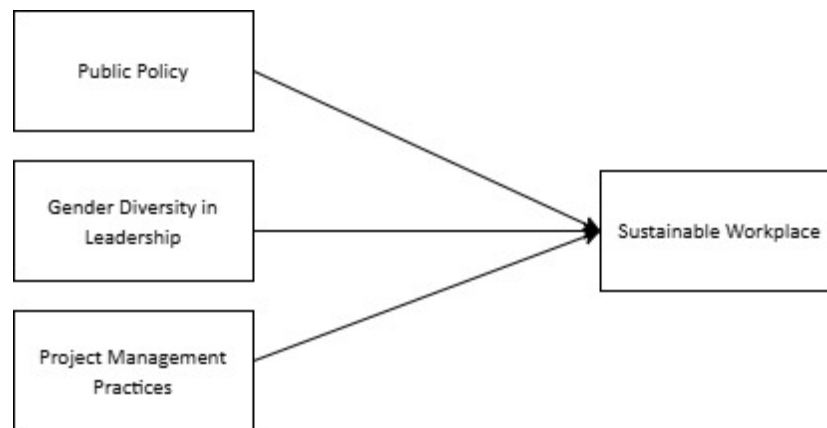


Fig. 1. Hypothesis Framework
Source: Processed data by authors (2026)

H1: Public Policy has a Positive and Significant Effect on Sustainable Workplace

At the macro level, public policy functions as a coercive and normative institutional force that pushes organizations toward sustainable practice. Using a difference-in-differences design on Chinese manufacturing firms, Zhang and colleagues found that a government-implemented Environmental Protection Tax significantly elevated corporate ESG performance, both directly and indirectly through improved financing access and innovation capacity [35]. This regulatory effect is echoed at the firm-governance level: Song and colleagues, studying Chinese listed firms from 2009–2023, found that coercive and mimetic institutional pressures largely originating from government regulation and industry-wide policy diffusion significantly promote firms' fulfilment of ESG responsibilities [26]. Complementing this domestic evidence, a cross-national study by Chizema and colleagues found that the strength of public policy and state institutional configuration significantly shapes corporate environmental sustainability practices, with the effect strongest in state-dominated economic systems where government plays a direct role in labor and financial ordering [6]. Government regulation has also been linked to innovation-driven sustainability outcomes: analyzing nearly 1,200 German firms, Kayser and Zülch found that governmental and legal regulations significantly enhance firms' environmental innovation efficiency [12]. Taken together, this evidence supports the view that public policy through regulatory mandates, tax incentives, and institutional pressure establishes the external conditions of accountability and legitimacy that compel organizations to adopt genuinely sustainable practices in the workplace. Accordingly, it is hypothesized that public policy has a significant positive effect on sustainable workplace outcomes.

H2: Gender diversity in Leadership has a Positive and Significant Effect on Sustainable Workplace

Gender-diverse leadership has been shown to reshape organizational priorities in ways that support sustainability. Research from Sandretto, using a sample of nearly 10,000 international firm observations, found a consistent positive relationship between gender diversity in leadership and ESG performance across countries and industries [21]. Then Baker found that firms with women in leadership are significantly more likely to offer work–life balance and welfare-oriented practices, consistent with women leaders' tendency toward communal, relationship-oriented behavior [5]. In the energy sector specifically, female CEOs and gender-diverse boards were found to significantly enhance environmental innovation, attributed to longer-term vision and heightened stakeholder sensitivity [16]. Based on this evidence, it is hypothesized that greater gender diversity in leadership

strengthens an organization's capacity to embed inclusive, sustainability-oriented practices into the workplace.

H3: Project Management Practices have a Positive and Significant Effect on Sustainable Workplace

Recent empirical studies confirm that structured, sustainability-oriented project management practices significantly drive sustainable organizational outcomes. Research by Wu, surveying 365 construction project professionals in China, found that sustainable project management (SPM) has a significant positive effect on sustainable project success, with sustainable project planning mediating this relationship and showed that institutional pressures (mimetic and normative isomorphism) act as significant antecedents that push organizations toward adopting SPM in the first place [30]. In a related study using the same sample confirmed that sustainable project management significantly and positively affects sustainable project success even when accounting for stakeholder engagement as a moderating variable. Extending this to the public sector, found that sustainable project management significantly predicts sustainable project success, with sustainable leadership further strengthening this relationship [14]. At the practice level, Soares, Fernandes, and Santos identified the specific sustainable project management practices most valued by professionals including sustainability team management, risk registers, and structured lessons-learned processes as the operational mechanisms driving this effect [24]. Based on this evidence, it is hypothesized that the consistent adoption of sustainable project management practices has a significant positive effect on sustainable workplace outcomes.

3. Methodology

3.1 Type of Research

The study used descriptive research with a quantitative approach. Multiple linear regression tests are used to test hypotheses about the effects of partial independent variables on bound variables, with the results of the t-test used to analyse the significance of the effects. The purpose of descriptive research is to describe the object under study, in the form of objects that will be seen through existing data in the form of samples and populations in real terms without making general conclusions. This study focuses on obtaining an overview of the Analysis of Public Policy, Leadership Gender Diversity, and Project Management for Sustainability Workplace [27].

3.2 Population and Sample

The samples in this study are Several government agencies and state-owned enterprises (SOEs) in Indonesia, and the sampling of male and female employees of several government agencies and state-owned enterprises (SOEs) was conducted using simple random sampling and anonymous methods to ensure the confidentiality of respondent data. The sample studied was based on the following criteria: (1) Employees currently working in government agencies or state-owned enterprises (SOEs), (2) Full-time or contract employees with a minimum of three years of work experience in their current organization, (3) Aged 25 years or older, (4) Have experience working under a direct supervisor or manager, (5) Have been involved in at least one organizational project within the past two years, (6) Familiar with the implementation of organizational or public policies in their workplace.

3.3 Data Collection Techniques

Data collection using a Likert scale questionnaire with a score of 1-5. Likert scale model 1 (one) shows strongly disagree, and 5 (five) shows strongly agree. The questionnaire was distributed to respondents, namely male and female employees of several government agencies and state-owned enterprises (SOEs). The selection of male and female employees of several government agencies and state-owned enterprises (SOEs) is because employees in government agencies and SOEs are directly exposed to the implementation of public policies regarding gender equality, diversity, and organizational sustainability. Therefore, they are well positioned to assess the effectiveness of these policies in practice. The indicator table used as the basis for preparing questionnaires for respondents is as follows:

Table 1

Questionnaire Indicator Table

Source: Processed data by authors

Variable	Description	Indicators (Questionnaire Statements)
Public Policy	Public policies promote gender equality and ensure fair opportunities for all employees through effective implementation and monitoring	1. PPG1. Public policies in the organization support gender equality in the workplace. 2. PPG2. Organizational regulations encourage women's participation in leadership and decision-making. 3. PPG3. Gender equality policies are implemented effectively in the organization 4. PPG4. The implementation of gender-related policies is regularly monitored and evaluated.
Gender Diversity in Leadership (GDL)	Leadership diversity ensures equal opportunities for both women and men while promoting fairness and inclusion in leadership positions.	1. GDL1. Women have equal opportunities to obtain leadership positions in the organization. 2. GDL 2. There is no gender discrimination in recruitment, promotion or career development. 3. GDL3. Leadership positions in the organization reflect gender diversity. 4. GDL4. Women are actively involved in strategic decision-making processes. 5. GDL5. Promotion decisions are based on competence and performance rather than gender.
Project Management Practices	Project management practices refer to the planning, execution, monitoring, and stakeholder engagement processes that support organizational sustainability and effective project delivery.	1. PMP1. Project objectives are clearly defined and aligned with the organization's sustainability goals. 2. PMP2. Project planning includes environmental, social, and economic sustainability considerations. 3. PMP3. Project resources (time, budget, and personnel) are managed efficiently and responsibly. 4. PMP4. Stakeholders, including employees of different genders, are actively involved throughout the project lifecycle. 5. PMP5. Project performance is regularly monitored and evaluated to ensure sustainable outcomes. 6. PMP6. Lessons learned from completed projects are documented and used to improve future sustainable projects.

Sustainability Workplace (SW)	A sustainable workplace promotes employee well-being, equality, inclusion and environmentally responsible working conditions.	1. SW1. An organization provides a work environment support long term sustainability 2. SW2. An organization prioritizes employees and well-being. 3. SW3. An organization implements environment friendly workplace policies. 4. SW4. An employees receive equal opportunities gender or background. 5. SW5. An organization promotes an inclusive respectful organizational culture.
-------------------------------	---	---

4. Results and discussion

In this test, classical assumptions are tested with 4 (four) stages as follows:

4.1 Normality Test

The normality test was conducted to determine whether the data were normally distributed, thereby satisfying one of the assumptions required for parametric statistical analysis. In this study, the *Kolmogorov-Smirnov Test* was employed to assess the normality of the data distribution [32]. The results are presented below:

Table 2

Normality test

Source: Processed data by SPSS (2026)

		Unstandardized Residual
N		125
Normal Parameters	Mean	12.35
	Std. Deviation	1.76
Most Extreme Differences	Absolute	0.143
	Positive	0.114
	Negative	-0.132
Tet Statistic		0.132
Asymp. Sig (2-tailed)		0.245

The normality test results show a significance value of 0.245, exceeding the predetermined significance level of 0.05. Since the significance value is greater than α , the null hypothesis of the normality test cannot be rejected. Accordingly, the data used in this study are normally distributed, indicating that the normality assumption has been fulfilled.

4.2 Multicollinearity Test

The multicollinearity test was conducted to determine whether a high correlation existed among the independent variables in the regression model. Ideally, the independent variables should not exhibit strong intercorrelations, as multicollinearity can distort the estimation of regression coefficients. Multicollinearity occurs when independent variables are highly correlated rather than orthogonal, where orthogonality implies a correlation coefficient of zero. In this study, multicollinearity was assessed using the procedure [11]. The results are presented as follows:

Table 3

Multicollinearity test

Source: Processed data by SPSS (2026)

Independent Variables	Collinearity Statistics	
Model	Tolerance	VIF
(Constant)		
Public Policy	0.734	1.514
Gender Diversity Leadership	0.612	1.773
Project Management Practices	0.702	1.725

The multicollinearity test results indicate that the tolerance values for the independent variables are 0.734 for Public Policy, 0.612 for Gender Diversity Leadership, and 0.702 for Project Management. Meanwhile, the corresponding Variance Inflation Factor (VIF) values are 1.514, 1.773, and 1.735, respectively. Since all tolerance values exceed the threshold of 0.10 and all VIF values are below 10, it can be concluded that there is no multicollinearity among the independent variables. Therefore, the regression model satisfies the multicollinearity assumption.

4.3 Autocorrelation Test

The autocorrelation test was conducted to determine whether there is a correlation between the residuals of the current observation (t) and those of the previous observation ($t-1$) in the linear regression model. The presence of autocorrelation may violate one of the classical assumptions of regression analysis and affect the reliability of the estimated model. In this study, the Durbin–Watson (DW) test was employed to detect autocorrelation [4]. The results of the Durbin–Watson test are presented below:

Table 4

Autocorrelation test

Source: Processed data by SPSS (2026)

R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
0.632	0.441	0.434		1.421	2.46

The Durbin–Watson statistic obtained from the regression model was 2.460. With a sample size of 125 ($n = 125$) and three independent variables ($k = 3$), the Durbin–Watson value is sufficiently close to 2.0, indicating that the residuals are independent and that there is no evidence of serious autocorrelation. Consequently, the assumption of independent errors is satisfied, supporting the validity of the regression analysis.

4.4 Heteroskedasticity Test

The heteroscedasticity test was performed to examine whether the residual variance was constant across all observations in the regression model. A violation of this assumption, known as heteroscedasticity, occurs when the variance of the residuals differs among observations [11]. The results of the heteroscedasticity test are presented in the following table.

Table 5

Heteroskedasticity test

Source: Processed data by SPSS (2026)

Variable	Unstandardized Coefficient		Standardized Coefficients	T	Sig.
	B	STD. Error	Beta		
Public Policy	0.195	0.103	0.325	1.89	0.061
Gender Diversity Leadership	0.292	0.194	0.294	1.51	0.130
Project Management Practices	0.287	0.124	0.230	2.31	0.023

The heteroskedasticity assumption was examined using the Glejser test. The results show that the significance values for Public Policy with significance 0.061, Gender Diversity in Leadership with significance 0.130, and Project Management Practices with significance 0.023 are all greater than the 0.05 significance level. Therefore, none of the independent variables has a statistically significant effect on the absolute residuals. These findings indicate that the regression model does not suffer from heteroskedasticity, suggesting that the assumption of homoscedasticity is satisfied. Consequently, the estimated regression coefficients are considered reliable for subsequent hypothesis testing.

4.5 Multiple Linear Regression Analysis

Multiple linear regression analysis was performed to assess the influence of the independent variables on the dependent variable, namely Sustainable Workplace (Y). The results of the regression analysis are summarised in the following table.

Table 6

Multiple linear regression analysis (R-test)

Source: Processed data by SPSS (2026)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.624	0.389	0.374	1.416

According to the results shown in the table above, the Adjusted R Square value is 0.374, suggesting that tax public policy (X1), gender diversity leadership (X2), and sustainable workplace (X3) jointly contribute 37.4% to explaining tax compliance. The remaining 62.6% is influenced by other factors that were not examined in the present study.

Table 7

Multiple linear regression analysis

Source: Processed data by SPSS (2026)

Variable	Unstandardized Coefficient		Standardized Coefficients	T	Sig.
	B	STD. Error	Beta		
Constant	4.274	0.426			
Public Policy	0.312	0.091	0.336	3.43	0.01
Gender Diversity Leadership	0.248	0.083	0.291	2.99	0.03
Project Management Practices	0.198	0.077	0.245	2.57	0.01

Based on the results presented in the table, the partial effect of each independent variable on the dependent variable (Sustainable Workplace) can be interpreted as follows:

1. Public Policy (X₁) has an unstandardized regression coefficient (B) of 0.312 with a significance value of 0.010 and a standardized coefficient (Beta) of 0.336. Since the significance value is less than 0.05, Public Policy has a significant positive effect on Sustainable Workplace. This indicates that an improvement in public policy implementation is associated with an increase in sustainable workplace practices, assuming the other variables remain constant.
2. Gender Diversity Leadership (X₂) has an unstandardized regression coefficient (B) of 0.248, a significance value of 0.030, and a standardized coefficient (Beta) of 0.291. Because the significance value is below 0.05, Gender Diversity Leadership has a significant positive influence on Sustainable Workplace. This finding suggests that greater gender diversity in leadership contributes positively to the development of a sustainable workplace.
3. Project Management Practices (X₃) has an unstandardized regression coefficient (B) of 0.198, a significance value of 0.011, and a standardized coefficient (Beta) of 0.245. Since the significance value is below 0.05, Project Management Practices have a significant positive effect on Sustainable Workplace. This implies that effective project management practices enhance sustainable workplace performance.

The multiple linear regression equation can therefore be expressed as:

$$Y = 4.274 + 0.312X_1 + 0.248X_2 + 0.198X_3 + e$$

where:

- **Y** = Sustainable Workplace,
- **X₁** = Public Policy,
- **X₂** = Gender Diversity Leadership,
- **X₃** = Project Management Practices,
- **4.274** = regression constant,
- **e** = error term.

The regression results indicate that all three independent variables have positive regression coefficients, suggesting that improvements in Public Policy, Gender Diversity Leadership, and Project Management Practices are associated with higher levels of Sustainable Workplace. Among the three predictors, Public Policy has the strongest influence, as indicated by its highest standardized

coefficient ($\beta = 0.336$), followed by Gender Diversity Leadership ($\beta = 0.291$) and Project Management Practices ($\beta = 0.245$).

5. Conclusion

5.1. Conclusion

The results of the multiple linear regression analysis indicate that Public Policy, Gender Diversity Leadership, and Project Management Practices have positive effects on the Sustainable Workplace. Public Policy demonstrated the strongest influence on Sustainable Workplace, with the highest standardized regression coefficient ($\beta = 0.336$), followed by Gender Diversity Leadership ($\beta = 0.291$) and Project Management Practices ($\beta = 0.245$).

Specifically, Public Policy significantly contributes to the development of sustainable workplace practices by providing regulatory support and organizational guidance. Gender Diversity Leadership also has a significant positive influence, suggesting that diverse leadership teams promote more inclusive decision-making and sustainable organizational practices. Furthermore, effective Project Management Practices positively contribute to Sustainable Workplace by improving project planning, coordination, and resource utilization.

5.2. Limitation

First, the study was conducted using a relatively limited sample of 125 respondents, which may restrict the generalizability of the findings to broader populations or different organizational contexts.

Second, the study examined only three independent variables Public Policy, Gender Diversity Leadership, and Project Management Practices. Other factors that may influence Sustainable workplace, such as organizational culture, employee engagement, leadership style, corporate social responsibility, environmental awareness, or technological innovation, were not included in the research model.

Third, the data were collected using a cross-sectional survey, which reflects respondent perceptions at a single point in time. Consequently, the study cannot establish causal relationships or capture changes in Sustainable Workplace practices over time.

Finally, the use of self-reported questionnaires may introduce response bias, including social desirability bias, where respondents may provide answers, they perceive to be more socially acceptable rather than reflecting their actual experiences.

5.3. Suggestion

Practical Implications

Organizations should prioritize the implementation of effective public policies that support sustainable workplace initiatives. Clear regulations, organizational policies, and compliance mechanisms can create a supportive environment for sustainability practices. Organizations are also encouraged to increase gender diversity within leadership positions by providing equal opportunities for career advancement and promoting inclusive leadership practices. Diverse leadership teams can enhance innovation, collaboration, and sustainable decision-making.

In addition, organizations should strengthen their project management capabilities by adopting structured project management methodologies, improving communication among

stakeholders, and ensuring efficient allocation of resources. These practices can contribute significantly to achieving sustainable workplace objectives.

Suggestions for Future Research

Future studies should employ larger and more diverse samples to improve the generalizability of the findings across different industries and geographical regions. Researchers are also encouraged to include additional variables that may influence Sustainable Workplace, such as organizational culture, employee engagement, transformational leadership, environmental management practices, corporate governance, digital transformation, or corporate social responsibility.

Moreover, future research could adopt longitudinal research designs to examine how Public Policy, Gender Diversity Leadership, and Project Management Practices influence Sustainable Workplace over time. Finally, advanced analytical techniques such as Structural Equation Modeling (SEM-PLS or CB-SEM) may be employed to explore mediating or moderating relationships among variables more comprehensively.

Acknowledgement

This research was not funded by any grant. Completing this research paper, titled “Analysis of Public Policy, Gender Diversity in Leadership, and Project Management for a Sustainable Workplace,” has been a collaborative journey made possible by the intellectual, non-financial, and moral support of many individuals and institutions. Although the final text lists the authors’ names, the insights, empirical foundation, and execution of this research would not have been possible without the invaluable contributions of many parties, to whom we extend our deepest and most sincere gratitude.

First and foremost, we extend our sincere appreciation to the staff members who provided the necessary information for this research within the relevant government ministries and state-owned enterprises (SOEs). To honor confidentiality agreements and uphold the required standards of anonymity, the names of these institutions will not be disclosed. However, their contributions cannot be overstated. We are deeply grateful to the leadership teams, human resources divisions, and project management offices within these organizations for their open approach to academic research. By facilitating access to key administrative frameworks, operational metrics, and internal survey responses, they enabled us to analyze the complex intersections between public policy, gender dynamics in leadership, and sustainable workplace initiatives within the context of the real-world public sector.

We would like to extend special thanks to the technical staff, administrators, and project personnel at the participating ministries and state-owned enterprises who took the time to assist with our data collection process. Their willingness to explain the nuances of complex policies, facilitate the distribution of our research instruments, and provide contextual background on past and current project management practices played a crucial role in ensuring the qualitative and quantitative integrity of our dataset. Without their professional dedication and cooperation during the field research phase, collecting this rich and context-specific data would have been a far more challenging endeavor.

We also thank the academic institutions and colleagues in our department who have fostered an environment supportive of rigorous intellectual exploration. We extend our gratitude to the faculty members and research advisors who provided constructive criticism during the initial conceptualization phase of this study. Their guidance helped us refine the theoretical framework, sharpen the research questions, and select the appropriate analytical methodology. In particular, we extend our appreciation to the senior scholars who reviewed the early drafts of this manuscript; their

incisive questions, insightful comments, and methodological suggestions encouraged us to address implicit biases, refine our arguments, and present a more in-depth discussion of gender diversity in institutional leadership.

In addition, we would like to thank the peer reviewers and members of the journal's editorial board for their rigorous and objective assessment of our work. Their careful evaluation, meticulous attention to detail, and academic recommendations have significantly enhanced the overall quality, clarity, and accuracy of this final paper. Their feedback encouraged us to better articulate the policy implications of our findings and to address the practical challenges faced by project managers and policymakers in contemporary workplaces more comprehensively. We extend special thanks to our professional peers, research assistants, and colleagues, whose informal discussions, constant encouragement, and technical assistance proved invaluable throughout the writing process. Whether by helping to clean data, format quantitative tables, proofread drafts, or engaging in late-night debates on public administration theory and project sustainability, their friendship provided both intellectual stimulation and inspiring encouragement.

Finally, we owe a tremendous debt of gratitude to our families and loved ones. Their unconditional patience, unwavering emotional support, and constant understanding during the countless hours of research, writing, and editing formed the true foundation underpinning this work. Their belief in the importance of our research has been an unending source of motivation during the most challenging phases of this project. To all the individuals and organizations mentioned as well as those who contributed indirectly or chose to remain anonymous we extend our deepest and most sincere gratitude.

References

- [1] H. Aksom, "Revisiting the Scope and Suggesting Novel Domains of Institutional Theory in the Public Administration Research," *Teaching Public Administration* 42, no. 2 (2024): 230–250.
- [2] A. K. Al-Swidi, "The Joint Impact of Green Human Resource Management, Leadership and Organizational Culture on Employees' Green Behaviour and Organisational Environmental Performance," *Journal of Cleaner Production* 316 (2021).
- [3] M. Z. Arshad, "Promoting Pro-Green Behavior Towards Sustainable Excellence: Unveiling the Path from Strategic Green HRM Practices and Green Innovation to Sustainable Performance," *Acta Psychologica* (2025).
- [4] F. N. Azizia, *Analisis Pengaruh CAR, LDR, BOPO dan NPL Terhadap Return on Asset* (Surabaya: Universitas Islam Negeri Sunan Ampel, 2020).
- [5] M. A. Baker, "Influence of Women in Leadership on Gender-Equality, Work–Life, and Domestic Violence Coping Practices: The Role of Chief Executive Officer Gender," *Human Resource Management Journal* 35, no. 4 (2025): 1032–1045.
- [6] A. Chizema et al., "The Public as a Definitive Stakeholder of Corporate Environmental Sustainability Practices: A Cross-National Institutional Approach," *Journal of Business Research* (2024).
- [7] J. Dote-Pardo et al., "Trends and Research Lines on Triple Bottom Line: A Bibliometric Analysis of the Management and Business Ambit," *Russian Law Jurnal* 12 (2024): 389–401.
- [8] A. P. Duarte, "Environmental Values and Sustainable Work: The Role of Person–Environment Fit in Promoting Workplace Sustainability," *Journal of Cleaner Production* (2022).
- [9] C. K. Frantz, "Institutional Grammar 2.0: A Specification for Encoding and Analyzing Institutional Design," *Public Administration* 99, no. 2 (2021): 222–247.
- [10] H. A. Gao, "Exploring the Nexus of Green Human Resource Management, Leadership and Organizational Culture on Workplace Pro-Environmental Behavior," *Humanities and Social Sciences Communications* 12 (2025): Article 987.
- [11] I. Ghazali, *Aplikasi Analisis Multivariate dengan Program SPSS* (Semarang: Universitas Diponegoro, 2009).
- [12] C. Kayser et al., "The Impact of Governmental Regulations and Environmental Activities on Innovation Efficiency," *Sustainability* 17, no. 2 (2025): 467.
- [13] T. Li et al., "Inclusive Leadership and Innovative Performance: A Multi-Level Mediation Model of Psychological Safety," *Frontiers in Psychology* (2022).

- [14] M. M. Liaqat, "Moderating Role of Sustainable Leadership on the Relationship Between Sustainable Project Management and Success: An Empirical Test in Public Sector Development Program," *SAGE Open* 14, no. 2 (2024).
- [15] S. H. Manazir, "Reimagining Public Policy Formulation and Analysis: A Comprehensive Theoretical Framework for Public Policy," *Discover Global Society* 1 (2023): Article 16.
- [16] M. A. Mansour, "Female Leadership, Gender Boards and Environmental Innovation: Comprehensive Evidence from the Global Energy Sector," *Innovation and Green Development* 4, no. 4 (2025).
- [17] M. A.-N. Mansour, "Female Leadership and Environmental Innovation: Do Gender Boards Make a Difference?" *Discover Sustainability* 5 (2024): Article 332.
- [18] M. J. Nawaz, "The Impact of Inclusive Leadership on Project Success: Mediating Role of Employee Engagement and Moderating Role of Leader Self-Sacrifice," *Journal of Positive School Psychology* 6, no. 11 (2022): 577–2602.
- [19] L. Radassao et al., "Organizational Environmental Policies and Pro-Environmental Behaviors: The Sequential Mediating Role of Organizational and Co-Worker Green Climate," *Sustainability* 17, no. 3 (2025): 1165.
- [20] T. C. Recendes, "Toward a Stakeholder View of Upper Echelons: A Framework Synthesis Review and Future Research Agenda," *Journal of Management* 50, no. 6 (2024): 2073–2118.
- [21] D. R. Sandretto, "Gender Diversity Leadership and ESG Performance: The Influence of Women on Boards and in Management," *Business Strategy and the Environment* 34, no. 4 (2025): 5075–5094.
- [22] L. C. Silva, "Revisiting the Debate on Institutions, the State and Institutional Change: The Relevance of Institutional Theory to Public Administration Teaching," *Teaching Public Administration* 42, no. 1 (2024): 73–94.
- [23] A. J. Silvius, "Exploring Variety in Factors that Stimulate Project Managers to Address Sustainability Issues," *International Journal of Project Management* 38, no. 6 (2020): 353–367.
- [24] I. F. Soares, "Sustainability in Project Management Practices," *Sustaibability* 16, no. 10 (2024): 4275.
- [25] I. N. Soares, "Sustainability in Project Management Practice: A Literature Review," *Technology and Innovation (ICE/ITMC 2023)* (2023): 1–9.
- [26] Song et al., "The Influence of Institutional Pressures on Environmental, Social, and Governance Responsibility Fulfillment: Insights from Chinese Listed Firms," *Sustainability* 17, no. 9 (2025).
- [27] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan Kombinasi (Mixed Methods)* (Bandung: Alfabeta, 2018).
- [28] G. R. Tang, "Employee Green Behaviour: A Review and Recommendations for Future Research," *International Journal of Management Reviews* 25, no. 2 (2023): 297–317.
- [29] V. Tonoyan et al., "Toward a Multidimensional and Multilevel Approach to Studying Gender Diversity in Upper Echelons and Firm Innovation," *Group & Organization Management* 48, no. 2 (2023): 705–752.
- [30] S.-W. Y.-S. Wu, "Antecedents and Consequences of Sustainable Project Management: Evidence from the Construction Industry in China," *Building* 13, no. 9 (2023).
- [31] S. Xing et al., "Collectivism-Based Organizational Culture, Green Empowerment, Environmental Self-Identity and Workplace Green Behavior: The Stimulus–Organism–Response Perspective," *Discover Sustainability* 5 (2024): Article 5.
- [32] R. Yuniardi, *Statistika Penelitian* (Yogyakarta: Innosain, 2017).
- [33] H. R. Zacher, "Employee Green Behavior as the Core of Environmentally Sustainable Organizations," *Annual Review of Organizational Psychology and Organizational Behavior* 10 (2023): 465–494.
- [34] M. K. Zada, "Linking Sustainable Leadership with Sustainable Project Performance: Mediating Role of Knowledge Integration and Moderating Role of Top Management Knowledge Values," *Journal of Knowledge Management* 28, no. 6 (2024): 1588–1608.
- [35] Zhang et al., "From Control to Incentive: How Market-Driven Environmental Regulation Shapes ESG Performance in Manufacturing Industries," *Sustainability* 17, no. 23 (2025).