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Exploring Gender Equality Practices in the Digitalisation of Employment in Tasikmalaya: An Ethnographic Approach

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Abstract: This study aims to determine how gender equality practices in the digitalisation of employment in Tasikmalaya include inclusion in the workplace, recruitment, job placement, training and career development, and compensation. The method used in this study is a qualitative method with an ethnographic approach. The informants in this study are formal workers in Tasikmalaya. The results of the study indicate that gender equality practices in the digital workforce in Tasikmalaya have been realized structurally, but have not been fully realized culturally. This is seen in inclusion in the workplace, recruitment, placement, training and career development, as well as fair compensation and equal opportunities for men and women. However, despite equal opportunities in job placement, internal job placement is still influenced by cultural gender stereotypes, which causes bias.

Keywords: Gender Equality, Digitalisation, Employment

INTRODUCTION

The macro crisis of gender equality remains a strategic issue in efforts to achieve equality throughout the world (Efendi, 2018). Gender equality has become one of the most interesting research topics related to modern organisational management, both in the public and private sectors (Baez et al., 2018). Gender equality is contained in Appendix to Presidential Instruction No. 9 of 2000, which states that gender justice is a process of achieving fairness between men and women. Gender equality means that men and women have equal access, control, participation, and benefits in achieving development (Fasya et al., 2022). Gender equality is crucial for a prosperous economy, as innovation from diverse teams is more valuable economically ((OECD), 2018). From a theoretical perspective, feminist institutionalism integrates gender analysis into institutional theory by highlighting how both formal and informal institutional structures may reproduce gender inequality (Mackay & Waylen, 2009).

In addition, gender equality is considered a critical prerequisite for transformative action (Ojwala et al., 2024). Gender equality in employment is currently one of the biggest development challenges facing countries around the world, including Indonesia (Antonio & Tuffley, 2014). Although various protections have been sought through international and national legal instruments, the cultural background of a country will continue to play an important role in efforts to achieve gender equality in the field of employment (Nuraeni & Lilin

Suryono, 2021). Gender stereotypes, which emerge from socially constructed divisions of labor and roles, significantly influence behaviors and employment opportunities for both men and women (Wood & Eagly, 2012). Empirical evidence suggests that the digital economy has the potential to expand women's access to regional employment opportunities while increasing their income levels (Tunçsiper, 2025) and reducing gender income disparities, thereby enhancing local economic competitiveness through the empowerment of female labor (Li & Chen, 2025a).

According to data from the World Economic Forum in 2023, women earn on average 23% less than men, while in Indonesia, women receive only 78% of men's wages. In the leadership sector, Indonesian women hold only 30% of managerial positions (Abioso, 2024) (Yusrini, 2017). The implementation of national development for the workforce plays a very important role, so it is necessary to improve the protection of workers and their families in accordance with the provisions of the 1945 Constitution Article 27 paragraph (2): "Every citizen shall have the right to work and to a decent livelihood for humanity." (Hasanah & Hanifuddin, 2021). One of them is the issue of gender equality in employment, which is still a topic of discussion. This is often discussed because it refers to the rights and obligations of Indonesian citizens as guaranteed by the 1945 Constitution. Gender equality in employment is the responsibility of the government to protect the rights of the people, but it also has a cultural background (Y. Subagja, 2022).

Previous research has shown that gender inequality still exists in Indonesia, but the gap is narrowing, meaning that opportunities for women and men are becoming more equal (Nuraeni & Lilin Suryono, 2021). Comparative studies reveal that women in South Korea also face substantial labor market challenges, including underrepresentation in high-skilled and high-paying jobs, limited access to training and career development opportunities, and persistent gender-based discrimination (Sabitkyzy, 2023). In contrast, Iceland represents a leading example of gender equality, having implemented proactive legal and labor policies such as mandatory Equal Pay Certification for companies (Chandran, 2014). This policy, the first of its kind globally, aims to eliminate gender-based wage gaps through rigorous audits of pay practices across firms and institutions. Furthermore, the process of realising gender equality in Indonesia is already visible in several sectors, such as education, employment, and politics, but it is not yet optimal (Saputri et al., 2024).

Digitalisation not only creates new types of employment but also determines who has access to, control over, and benefits from emerging economic opportunities (Li & Chen, 2025b). Without a gender-responsive approach, digital transformation risks exacerbating employment inequalities between men and women, particularly in terms of productivity, income, and access to strategic organisational positions (Rani et al., 2022a). Studies exploring the impact of technology on gendered labour dynamics further demonstrate that automation and digitalisation may reinforce existing labour market inequalities if left unregulated (Munoz & Sawyer, n.d.). From a regional economic perspective, gender equality in digital employment is increasingly urgent, as it directly contributes to innovation, productivity, and regional competitiveness. The optimal inclusion of women in the digital economy expands the talent pool, enriches decision-making processes, and enhances organizational efficiency and creativity (Rahmah et al., 2023). Regions capable of developing inclusive digital labor markets are therefore more adaptive to global economic changes and more likely to achieve sustainable economic growth.

Empirical findings consistently show that women continue to experience gender inequality in the workplace (Febbina Shalim & Sulastri, 2024). Local studies reveal that women in Kampung Naga, a traditional village in Tasikmalaya, remain confined largely to domestic roles and have limited opportunities for participation in the public sector (Annisa Luthfiyyah & Ira Wahyudi, 2023). At the global level, digitalization has become a defining feature of the modern economy, creating new labor market opportunities for women (Anyanwu & Augustine, 2014). Increased female participation in the digital economy has been shown to promote broader socioeconomic

development t (Ahmad et al., 2024), reinforcing the argument that digitalization must be accompanied by gender-responsive labor protections to ensure equitable economic outcomes (Rani et al., 2022b). Additional studies indicate that gender equality positively contributes to green development through several mechanisms, with digital technology strengthening these effectst (Peng et al., 2024).

The urgency of this study lies in the context of Tasikmalaya City, where digitalisation of employment continues to face significant challenges, including limited digital literacy and skills among female workers, strong socio-cultural norms influencing the gendered division of labour, and the suboptimal implementation of gender-responsive digital employment policies. These conditions may restrict women's participation in digital employment and hinder the full realization of economic opportunities generated by digital transformation(Rahmah et al., 2023). The contribution of this study is to emphasize that strengthening an inclusive and gender-equitable digital labor market is a strategic necessity for Tasikmalaya City to adapt to global economic dynamics, enhance regional competitiveness, and achieve inclusive and sustainable economic growth. Gender equality in employment is commonly measured through several interrelated indicators: (1) workplace inclusion (Taamneh et al., 2024); (2) equality in recruitment and promotion processes, reflecting the extent to which employment systems are free from gender-based discrimination; (3) the proportion of women in managerial and decision-making positions as an indicator of equal access to strategic leadership roles (SDG 5.5; World Economic Forum, 2023); (4) training and career development opportunities; and (5) compensation equity(Son Hing et al., 2023).

Based on the above background, this study was conducted to determine how gender equality is practiced in Tasikmalaya, specifically in the aspect of labour digitalisation, which includes workplace inclusion, recruitment, job placement, training, career development, and compensation.

METHOD

The method in this research is a qualitative method with an ethnographic approach. The types of data used are primary and secondary data sources. Primary data were obtained through data collection techniques with semi-structured interviews. Secondary data were obtained through library methods related to the research object and relevant to the research theme.

The Informant Determination Technique in this study was the Purposive Sampling Technique, and in data collection, the researcher determined the criteria for informants as data sources originating from formal workers in Tasikmalaya, totalling 25 people. Qualitative research aims to understand the meanings and experiences of participants in depth; therefore, a relatively small but information-rich number of respondents is considered sufficient (Levitt et al., 2018). The data collection method was through observation, in-depth interviews, recording devices and literature studies. In this study, NVIVO 14 Plus software was used. This software allows researchers to code and interpret the coding data into research insights in the form of contextual truth. The data analysis technique used in ethnographic research is thematic ethnographic analysis in an effort to comprehensively describe the cultural characteristics that influence individual social behavior. In this case, it emphasises three dimensions of ethnography: involvement and participation in the topic being studied, attention to the social context of data collection, and sensitivity to how the research subject is represented in the research text. This study employed an ethnographic immersion approach, involving prolonged engagement in the research setting through participant observation and in-depth interviews. Data collection continued until thematic saturation was achieved, ensuring an in-depth understanding of participants' lived experiences and social practices.

RESULTS AND DISCUSSION

Result

In the context of this research, the researcher explored gender equality practices in the digitalization of employment. Figure 1 illustrates a hierarchical diagram of the coding results using NVIVO 14 Plus software.

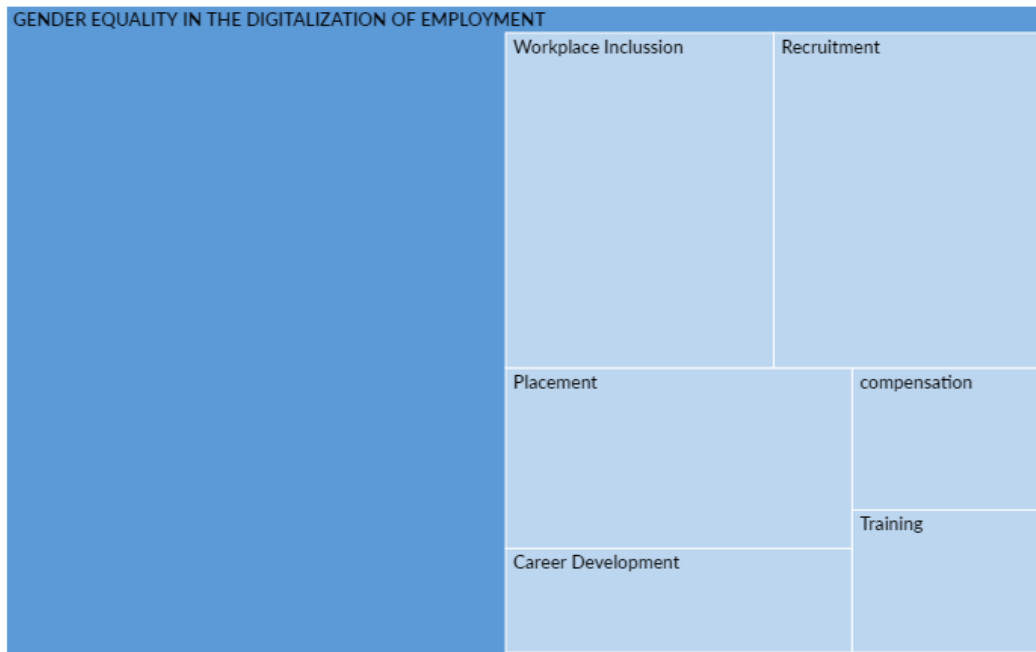


Figure 1. Hierarchy Chart

Based on the results of the coding analysis illustrated in the hierarchy chart in Figure 1 above, it can be interpreted that in the practice of gender equality in the digitalization of employment, the context in the field has been confirmed to include several aspects that confirm its manifestation, namely the process of inclusion in the workplace, recruitment, job placement, training and career development, and compensation.

1. Inclusion In The Workplace

This shows that the largest aspect is particularly visible in the aspect of inclusion in the workplace and is reinforced by the results of interviews with several informants who stated the following:

“Opportunities in the digital world are wide open. Everything is equal; it depends on each individual's skills and competencies”. “There are also women in structural positions. So there are still opportunities for women to hold structural positions. In digital technology, we don't see, oh, this is done by men, oh, this is done by women”. “At my workplace, we are moving towards equality, Madam. Because various positions, such as heads of departments, are filled by women. So in some positions, there is no difference. Thank God, we are promoting gender equality. “At my workplace, we are moving towards equality, Madam. Because various positions, such as heads of departments, are filled by women. So in some positions, there is no difference. Thank God, we are promoting gender equality.”.

This is supported by the results of previous research, which showed that there was a positive impact of digitalisation on workforce absorption of 1.24%, which was statistically significant (Davani & Sulistyaningrum, 2023). This is in line with technological advances; the role of women in leadership is also transforming because the

digital era opens up opportunities for women to be more active (Abdussamad; & Swastiani Dunggio, 2024).

2. Recruitment

In addition, the second largest aspect was recruitment, as confirmed by the following interview results:

“Nowadays, the recruitment process is more modern. Job openings are announced through the official website and other digital media. We usually conduct online screening, and there's also offline screening. Applications are usually sent directly to HR and the company. For online applications, we usually post them on Job Street.”

“Job vacancies are open to the public; both men and women can apply, and there is no stipulation that applicants must be male or female. "At my workplace, both in terms of recruitment and placement, there is no difference or priority based on gender. So, there is no male or female dominance. Anyone who meets the qualifications and specifications can apply and has the same opportunity, both for operational and business units. “Yes, we do not consider gender. However, there are some positions, such as drivers, which require loading and unloading, for which almost no women apply. Even though the vacancy does not specify gender requirements, the applicants’ interests automatically narrow down. For other positions, such as sales, administration, or management, both men and women still apply.”

3. Placement

Next, the third aspect is an explanation of gender equality in the digitalisation of employment in confirmed job placements based on the results of interviews as follows:

“Even now, Madam, in Islamic banking at my workplace, women already hold strategic positions, including one of our directors who is now a woman. Our business director is now a woman, Madam. Then there are also female DPC leaders and female group heads. “When it comes to work, both men and women have the same rights and the same responsibilities. In the company, there is no distinction; what matters is competence.”

“Overall, it's balanced. However, in certain areas, the situation differs. For example, the warehouse has more men, while the store and live streaming have more women.”

Besides that, fieldwork is typically done by men. However, administrative work can be done by women. So, even though it's open to all genders, it's still internally vetted and selected, and placements are made based on potential”

“Those who carry things, like that, those who are in the fields, usually need a lot of energy, yes, they are definitely prioritised by men”.

4. Career Development

Then, in the fourth aspect, namely gender equality in the digitalisation of employment regarding career development, the following was confirmed from the interview results:

“In career development, everyone has the same opportunities”. “Career opportunities are the same. Women can also become leaders; for example, there are female store leaders”. “There is no difference. Everyone has the same development opportunities”. "In banking, there is a grading system for career progression. From staff to officer, then to manager, depending on performance. If an employee's performance is good for two consecutive years, they can be categorised as hypo (high potential) and have the opportunity to be promoted”. “At the hospital where I work, there is a credentialing system. The assessment team evaluates employees based on certification, training, and performance, not just length of service”.

The informant's statement above confirms contextually that, based on the informant's overall statement, it can be summarised that in terms of gender-based career development, there is no discrimination and everyone has the same opportunities for career development, with promotions being assessed based on employee performance.

5. Training

Next, the fifth aspect is gender equality in the digitalisation of employment regarding confirmed training from the interview results as follows:

“Everyone has the same opportunity in training”. “Training is provided without distinction based on gender, whether for lecturers, field staff, security guards, or educational staff”. “There is no distinction based on gender. Training is tailored to the position held. For example, customer service receives training on services and products, while the marketing department focuses more on selling skills and risk management. Currently, most training is conducted online since the Covid-19 pandemic. “At my workplace, if a female employee is on leave, such as maternity leave, she can still participate in training, which is usually rescheduled or conducted online”.

“Since I work shifts (morning, afternoon, and evening), online training is helpful. If schedules clash, I can still participate from anywhere, sometimes even while working. It's more flexible”.

6. Compensation

And finally, gender equality in the digitalisation of employment regarding compensation was confirmed from the interview results as follows:

“Compensation is also applied equally, without distinguishing between men and women. There is no difference in compensation; every position receives the same rights in accordance with their responsibilities and qualifications. “In our company, there are Director and Chief Executive Officer positions. For the Director position, the compensation system applied is equal, without distinction between men and women. Compensation is calculated based on position, not gender. “In terms of compensation, there is no difference between men and women. The nominal amount of compensation is not based on gender, but rather on the performance and contribution of each individual. So far, no differences in treatment have been found in this regard”.

The informant's statement above can be summarised as follows: the provision of compensation demonstrates gender equality, as evidenced by the fact that compensation is not differentiated based on gender, but rather based on position and individual performance or contribution.

Discussion

The informant's statement above confirms that gender equality practices are evident from the inclusion in the workplace, as explained in the interviews with workers, that both men and women have equal opportunities, both for structural positions and other positions. This is based solely on expertise and competence, not gender. This statement is supported by previous research findings, namely that there has been a transformation of work culture towards meritocracy, accompanied by the fading of traditional paradigms that limit women's roles in the professional world (Kosseck et al., 2017).

Contextually, based on the informant's overall statement, a descriptive narrative can be summarised regarding gender-equitable recruitment practices where job vacancies are open to both men and women according to qualifications and specific requirements, and all have the same opportunity to apply. Thus, there is no domination by either men or women. Everyone has the same opportunity. Although the vacancy does not specify gender requirements, there are some positions, such as drivers, for which almost no women apply. This shows that the workplace conducts recruitment openly and fairly, meaning that it provides equal opportunities

in terms of gender, but naturally, applicants who are interested or not interested in a particular job will automatically narrow down their choices.

The conclusion is that both men and women have the same rights, obligations, and opportunities. There is no gender discrimination, as long as workers have the appropriate competencies. Furthermore, the statement above shows that women are capable of occupying strategic positions. Moreover, in certain fields, women dominate due to the nature of their work. However, there are some management parties who prioritise men over women in field work or jobs that require a lot of energy; this is considered because men are stronger when placed in the field, but administratively, this can be done by women. Therefore, in job placement, although equal opportunities are given openly, internal job placement is still influenced by gender cultural stereotypes and thus becomes biased.

Based on the informant's overall statement, it can be concluded that the training was conducted fairly and provided equal opportunities regardless of gender, but the training was provided based on job position, meaning that gender equality has been achieved. And the training conducted online is more flexible, so it helps women to still be able to participate in the training.

The results of this study are supported by several previous studies, as follows: Findings suggest that digital platforms enhance women's participation in the labor market, offering flexible work arrangements and professional growth opportunities (Mubarakov et al., 2024). Having compared the leadership style of women and men and their behaviour in a company, the authors come to the conclusion that the staff efficiency is determined by a set of professional knowledge and skills, not gender (Шатілова & Яковенко, 2021). Against this backdrop, developing digital skills is imperative because of the role it plays in every aspect of life. To bridge the gap and achieve gender equality, equal access and training is required (Hauzel & Pattnaik, 2024). A Leader can implement a gender empowerment and equality strategy by implementing flexibility into the organisation's culture, policies, and best practices (Efendi et al., n.d.).

CONCLUSION

The research results show that gender equality practices in Tasikmalaya in the digitalisation of employment are seen in the most important aspect, namely inclusion in the workplace that provides equal employment opportunities for both genders, including in structural positions. Second, recruitment is not discriminatory based on gender but based on qualifications and job specifications. Third, job placement is assessed based on individual competency; however, some management prioritises men over women in field work or jobs that require a lot of effort. This is considered because men are stronger when placed in the field, but for administrative matters, it can be done by women. Fourth, career development and promotions are assessed based on employee performance. Fifth, job training is provided according to job position. Finally, compensation is given based on position, performance, or individual contribution.

This indicates that gender equality practices in the digital workforce in Tasikmalaya have been realized structurally, but not yet fully realized culturally. This is evident in workplace inclusion, recruitment, placement, training and career development, as well as fair compensation and equal opportunities for both men and women. However, despite open equal opportunities in job placement, internal job placement is still influenced by cultural gender stereotypes, leading to bias.

To ensure sustainable gender equality practices in the digitalization of the workforce, collaboration from various parties, both government and companies, is essential. Regular monitoring is essential for the government, and management is expected to eliminate these cultural stereotypes through education and training to recognize cognitive biases. This must be consistently reinforced with data, not just perceptions.

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